

CHAPEL STREET PRECINCT IMPROVEMENT PLAN 2025-27

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The City of Stonnington acknowledges that we are on the Traditional Lands of the Wurundjeri Woi Wurrung and Bunurong peoples of the East Kulin Nations and pay our respect to their Elders past and present.

We extend that respect to all Aboriginal and Torres Strait Islander peoples. We acknowledge their living connection to Country, relationship with the land and all living things extending back tens of thousands of years.

INTRODUCTION

Chapel Street is one of Melbourne's most iconic precincts, known for its vibrancy, nightlife, retail, and hospitality scene. However, there are growing concerns around safety, cleanliness, and economic vitality that need to be addressed to ensure its long-term success.

This plan sets out a clear response to these challenges. It outlines the immediate and long-term action needed to strengthen confidence in Chapel Street, ensuring it is a well-managed precinct where people feel safe, businesses can thrive, and the public realm supports a positive experience for all.

Importantly, Council recognises that lasting improvements require a collaborative approach with Victoria Police, government and service providers, local businesses, and the broader community.

Reporting and accountability

Progress on this plan will be reported through 6-monthly progress reports to Council, outlining progress on key deliverables and any new insights or emerging issues and opportunities.

Key performance indicators have been established to support evaluation.

Supporting Plans

This plan is supported by broader strategies and policies which guide Council's activities.

- **Safer Stonnington (Community Safety) Plan 2024-27:** Sets Council's broader safety priorities, which have been applied via this plan to Chapel Street's unique challenges.
- **Place-Led Economic Development Strategy 2023-27:** Drives a place-based approach to business growth, with tailored focuses for South Yarra, Prahran, and Windsor.
- **Creative Stonnington Strategy 2023-26:** Positions Prahran as a creative hub, supporting events, activations, and Chapel Off Chapel to boost visitation.
- **Asset Plan (under review):** Guides maintenance and renewal of footpaths, lighting, and streetscape furniture to keep public spaces safe and functional.
- **Transport Strategy (under review):** Enhances pedestrian access, public transport connectivity, and active transport options to improve movement and road safety.

While this plan focuses specifically on the Chapel Street precinct, it aligns with these overarching directions and translates them into a targeted, place-based approach.

Existing programs

Council already delivers a number of key programs and practices that contribute to a safer, more vibrant precinct.

- **Salvation Army Street Team and Pink Car** – Supporting vulnerable individuals in the precinct at night. Council provides funding to support program delivery.
- **Stonnington Zero** – Homelessness and housing support led by Launch Housing with funding support from and information exchange with Council.
- **Stonnington Liquor Forum** – In collaboration with Victoria Police and Liquor Control Victoria to address alcohol-related harm, responsible service of alcohol, safety and security in and around licensed premises, standards of patron behaviour, venue management practices, and other topical issues that affect licensed premises.
- **Routine cleaning and graffiti removal** – Regular maintenance of public spaces.
- **Planning enforcement investigations** – Addressing compliance issues, including joint patrols with Victoria Police and Liquor Control Victoria.
- **Community safety and public education programs** – Including sharing or participating in public campaigns like Community Safety Month, 9PM routine, 16 Days of Activism Against Gender Based Violence, and others.
- **Advocacy** – A key pillar of the advocacy plan is “Place-based investment, Housing, and achieving outcomes for our activity centres” which includes active and ongoing advocacy for investment in the Chapel St precinct and Prahran Town Hall cultural and creative hub.
- **Police engagement activities** – Facilitating engagement between residents and police through initiatives such as the Neighbourhood Policing Forum and Coffee with a Cop.
- **Collaborative committees** – Including the Community Safety Committee, Victoria Police Neighbourhood Policing Local Safety Committee, and Liquor Forum enabling joint decision-making and coordinated efforts.
- **Community engagement** – Ongoing consultation with residents and businesses to understand their needs and expectations.
- **Grants** – Council deliver annual programs of grants that may support Chapel Street including; Economic Activation and Event Grants, Arts & Culture Grants, Business Façade Improvement Grants and Community Grants.
- **Events and activations** – Council hosts and supports public events and activations in Prahran Square to attract visitors and encourage positive use of the space.
- **Placemaking** – Council supports connection between people and the places they share; a collaborative approach, by which the public realm is shaped, developed, used and activated in order to maximise shared value.
- **Road Safety Improvement Program** - a suite of safety initiatives, informed by community requests and known road safety hotspots aiming to create safer streets for everyone where people are comfortable to walk, ride, connect with others and feel safe.

ACTION PLAN

The following initiatives represent Council’s efforts beyond standard operations to drive precinct improvements.

Initiative	Actions	Timeframe	Lead	Cost (est.)	Source	
PRIORITY 01 SAFETY						
1.1	Increase visible and perceived safety and enforcement patrols	1.1.1 Increase frequency of Council’s proactive enforcement of planning permits for licensed venues and local laws on public drinking.	2025/26	Planning & Place	\$125,000 (some recovery through fines/ infringement)	Special Rate Scheme (SRS)
		1.1.2 Explore introduction of officer uniforms to enhance presence and deterrence.	2025/26	Planning & Place	\$4,000	Operating budget (existing)
		1.1.3 Explore a multi-skilled officer/ranger model for improved response capabilities.	2025/26	Planning & Place	Included in 1.1.1	SRS
		1.1.4 Engage with Victoria Police to support their commitment to increased presence in the precinct.	2025/26	Planning & Place	Nil	N/A
		1.1.5 Advocate to the State Government for better policy and tactical settings to facilitate safety, including: <ul style="list-style-type: none"> increased Victoria Police and Liquor Control Victoria resourcing to support enhanced patrols; legislative reform to address anti-social behaviours support for local community health, family violence and mental support programs for vulnerable communities. 	2025	Advocacy	Nil	Operating budget (existing)
1.2	Strengthen enforcement powers and compliance tools	1.2.1 Review and expand Local Laws to strengthen enforcement powers around public drinking and nuisance.	2025/26	Planning & Place	\$80,000	Operating initiative (new) Potential Urban Precincts & Partnerships

Initiative		Actions	Timeframe	Lead	Cost (est.)	Source
						Program (UPPP) alignment
		1.2.2 Planning Scheme changes – e.g. IPO as a control.	2026	Planning & Place	Included in Planning Scheme Review Budget	Operating budget (existing)
		1.2.3 Review the approach taken by Port Phillip to alcohol-related signage.	2025/26	Planning & Place	Nil	N/A
		1.2.4 Install targeted public signage in key locations to discourage alcohol consumption (informed by recommendations from action 1.2.3).	2026/27	Environment & Infrastructure	\$10,000	Operating budget (increased)
1.3	Enhance CCTV network coverage and functionality	1.3.1 Review and update Council's CCTV Policy (or develop a new strategy).	2025	Environment & Infrastructure	Nil	Potential UPPP alignment
		1.3.2 Engage in M9 and regional conversations on CCTV investment and management	2025	CEO's Office	Nil	N/A
		Advocate for funding for new CCTV capabilities, including a new mobile CCTV trailer, additional CCTV at Prahran Market and Prahran Town Hall, and operational funding and support for police real-time monitoring.	2025	Advocacy	Nil to council - \$250,000 to \$300,000 requested	Election commitments/ closed grant funding
1.4	Upgrade public lighting.	1.4.1 Conduct a public place lighting audit ensuring user perspective.	2025/26	Environment & Infrastructure	\$50,000	Operating initiative (new) Potential UPPP alignment
		1.4.2 Consider key safety hotspots as part of the development of a broader Lighting Strategy. Informed by findings of the precinct safety audit led (action 1.6.3).	2025/26	Environment & Infrastructure	Nil	N/A
		1.4.3 Implement upgrades based on recommendations from lighting audit (action 1.4.1) and precinct safety audit (action 1.6.3).	2026/27	Environment & Infrastructure	TBD	Capital bid (new)

Initiative		Actions	Timeframe	Lead	Cost (est.)	Source
1.5	Deliver crime prevention initiatives in partnership with businesses and agency stakeholders	1.5.1 Implement the 'Good Night Out' campaign in partnership with Victoria Police, Salvation Army and partnering licensed venues.	2025/26	Planning & Place	\$20,000	SRS
		1.5.2 Explore Purple Flag accreditation to position the precinct as a safe nighttime destination.	2025/26	Planning & Place	TBD	TBD
1.6	Improve Crime Prevention Through Environmental Design (CPTED)	1.6.1 Conduct a CPTED evaluation of Prahran Square to identify design and landscaping improvements.	2025/26	Community & Wellbeing	\$20,000	Potential UPPP alignment
		1.6.2 Implement infrastructure changes in Prahran Square to improve safety, sightlines, and usability (informed by recommendations from action 1.6.1).	2025/26	Environment & Infrastructure	TBD	TBD
		1.6.3 Conduct a safety audit to understand the safety pressure points of Chapel Street and what could be done to reduce risk in these areas.	2025/26	Planning & Place	\$80,000	Operating initiative (new) Potential UPPP alignment
		1.6.4 Implement additional infrastructure improvements based on findings of precinct safety audit (action 1.6.3).	2025/26	Environment & Infrastructure	TBD	TBD
		1.6.5 Provide CPTED training for businesses to improve safety within their premises.	2025/26	Planning & Place	\$20,000	SRS
		1.6.6 Develop a CPTED checklist to guide business-led improvements.	2025/26	Planning & Place	\$10,000	Operating bid (new) SRS
PRIORITY 02 AMENITY Creating a cleaner, more attractive and inviting environment to enhance overall experience of the precinct and encourage positive use of public spaces.						
2.1	Expand cleaning and maintenance services.	2.1.1 Expand after-hours footpath and road sweeping, and increase resources for daytime cleaning and daily hot pressure washing of footpaths, infrastructure and other hard surfaces.	2025/26	Environment & Infrastructure	\$350,000	Operating initiative (bid unconfirmed) SRS

Initiative		Actions	Timeframe	Lead	Cost (est.)	Source
		2.1.2 Increase graffiti removal investment, targeting proactive inspections and hotspot areas.	2025/26	Environment & Infrastructure	\$100,000	Operating budget (increase in contract budget) SRS
2.2	Declutter footpaths to improve pedestrian flow and accessibility.	2.2.1 Review Outdoor Dining program and update Footpath Trading regulations as part of Local Law review.	2025	Planning & Place	Incorporated in 1.2.1	Operating bid New
2.3	Refurbish, replace and upgrade street infrastructure and furniture.	2.3.1 Deliver key asset improvements, for example seating, bin enclosures, bike hoops, bollards, and signage.	2025/26	Environment & Infrastructure	\$250,000	Capital bid (unconfirmed)
PRIORITY 03 BUSINESS Strengthening the local economy by supporting businesses, driving economic activity, and positioning Chapel Street as a thriving commercial destination.						
3.1	Expand business support	3.1.1 Expand business concierge service to assist small businesses.	2025/26	Planning & Place	\$100,000	SRS
3.2	Promote Chapel Street as a key retail and hospitality destination	3.2.1 Implement strategic communications and marketing to positively shape Chapel Street’s reputation.	2025/26	Planning & Place (CSPA or agency EOI)	\$250,000	SRS
3.3	Drive economic activity through activation initiatives.	3.3.1 Cultural re-activation of Prahran Town Hall	2025/26	Community & Wellbeing	\$10,000	Operating budget (existing)
		3.3.2 Consolidation of library services at Prahran Town Hall	2025	Community & Wellbeing	\$430,000	Operating budget (existing)
		3.3.3 Increase activation at Prahran Square	2025/26	Community & Wellbeing	\$100,000	SRS
PRIORITY 04 COORDINATION Establishing clear leadership, sustainable funding, and effective stakeholder coordination to ensure long-term success.						
4.1	Reallocate 2024-28 Chapel Street Special Rate Scheme Funds	Terminate the Chapel Street Precinct Association agreement.	April 2025	Planning & Place	\$15,000	Existing SRS Admin budget

Initiative		Actions	Timeframe	Lead	Cost (est.)	Source
		Establish an internal management model to improve oversight.	Underway	Planning & Place	TBD	Adjust existing operating budget
4.2	Secure sustainable funding for precinct improvements	Explore Urban Precincts and Partnerships Program funding.	Underway	CFO	Nil	N/A
		Advocate for State and Federal funding to support precinct safety and infrastructure improvements, with a particular focus on CCTV.	2025/26	Advocacy	Various	Election commitments, grant funding
4.3	Strengthen collaborative committees to enhance coordination	Expand Neighbourhood Policing Local Safety Committee Terms of Reference.	2025/26	Community & Wellbeing	Nil	Operating Budget (existing)
		Establish Councillor representation in Neighbourhood Policing Local Safety Committee.	2025/26	Community & Wellbeing	Nil	Operating Budget (existing)
		Review the Liquor Forum and consider expanding funding	2025/26	Planning & Place	\$30,000	Operating Budget (existing)
4.4	Strengthen communications and public awareness	Develop and implement a communications plan to support this program of work, including harnessing media opportunities.	2025/26	Org Capability	\$10,000	Visual assets (photos, videos, increase in signage)
		Use Stonnington News and other channels to articulate Council's role, partnerships, and jurisdiction in safety and precinct activation, and keep the community informed of ongoing initiatives and improvements	2025/26	Org Capability	BAU	As part of comms approach communicate on our services that support safety

Key Performance Indicators (KPIs)

Priority	Indicator of success	Source	Frequency
Safety	Reduced crime and anti-social behaviour	Crime Statistics Agency	Annual
	Improved sense of safety in the precinct	Community Views	Biennial (2026)
Amenity	Improvement in perceptions by community, visitors and businesses	Surveys	Annual
Business	Reduced vacancy rates	Council data	Annual
	Growth in foot traffic and local economic activity	Council data SpendMapp	Annual
	Enhanced media reputation	Media monitoring	Annual
Coordination	Effective stakeholder committees	Meeting minutes Stakeholder feedback Partnership agreements	Quarterly?
	Funding secured for precinct improvements	Funding commitments Investment levels	Annual

Chapel Street Precinct Improvement Plan (CSPIP) – Key dates

