



ACTION PLAN 2020-2021

These are the actions we will be undertaking over 2020-2021 to meet our Council Plan targets.

This action plan will be updated annually with new actions and our progress.







ACKNOWLEDGEMENTS

Aboriginal and Torres Strait Islander people

Darebin City Council acknowledges the Wurundjeri Woi-wurrung people as the Traditional Owners and custodians of the land we now call Darebin and pays respect to their Elders, past, present and future. Council also pays respect to all other Aboriginal and Torres Strait Islander communities in Darebin. Council recognises and pays tribute to the diverse culture, resilience and heritage of Aboriginal and Torres Strait Islander people. We acknowledge the leadership of Aboriginal and Torres Strait communities and the right to self-determination in the spirit of mutual understanding and respect.

Darebin's Diversity Statement

The City of Darebin is home to people of diverse races, ethnicities, faiths and beliefs, abilities, talents and aspirations, sexualities, sex and gender identities, ages, occupations, incomes and lifestyles. Darebin City Council acknowledges the history and contributions of the various communities, migrants and refugees who have settled in the municipality and made it their home. Their endeavours have enriched the economic, social, cultural, artistic, community and civic character of the city and created a cosmopolitan locality where variety and difference are welcomed and encouraged.

GOAL 1

We will be leaders in creating a sustainable city through local innovation projects that address climate change.

1.1 We will become an energy and water efficient city and reduce waste.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
Create a Darebin Energy Foundation – a climate emergency think tank and creator of initiatives that can be scaled across communities	Deliver the mobilisation strategy endorsed on 2 December 2019, with input from Climate Emergency Darebin and other community leaders, to strengthen existing community leadership and build a broader movement across Darebin to support the update of Climate Emergency action and initiatives
Create and enact a local Climate Emergency Plan to address and climate change and mitigate risks	Implement key projects from the Climate Emergency Plan including tendering for a supplier to provide renewable energy for Darebin and many other Victorian local governments Report on the progress of Council's delivery on the Climate Emergency plan (2017–2021) and in consultation with the community and other stakeholders, develop a new plan for the following four years
Make our Council buildings and car fleet more energy efficient	Develop technical standards for future Council building projects to support energy efficiency including guidance material for LED lighting, solar panel installation and other energy efficient building improvements Improve building energy performance monitoring Continue to purchase electric and hybrid vehicles in accordance with Council's Fleet Policy that includes operating within areas where appropriate alternatives exist. Progress the installation of EV charging stations at the Reservoir Operations Centre and additional charging station at the Preston Town Hall site
Double solar power from approximately 18,000 kilowatts to 36,000 kilowatts, including for low income households	Install 500 solar panels (1,000kW) for 100–200 low income households through the Solar Saver program Launch the Solar Saver Bulk Buy to support at least 200 households and small businesses to access solar with reputable suppliers and products Provide subsidised LED lighting to support businesses to reduce bills and carbon emissions
Increase Council's use of water from non-drinking water sources by 30 megalitres by 2025	Develop technical standards for future Council building projects to support water efficiency including guidance material for water tank installation, storm water re-use and greater usage of non-portable water supply both within buildings and for irrigation
Reduce waste to landfill by 1kg per person year-on-year, while maintaining community satisfaction with waste services above 80%	Increase the amount of food waste collected from the Darebin community through promotion of the introduction of food waste recycling as part of the green waste service Deliver an ongoing program of recycling and waste education and communications focussing on 'Recycle Right' Implement Darebin's Waste Strategy to deliver on the aspirations of the Climate Emergency Plan 2017–22 by cutting emissions from waste, supporting elimination of single-use plastics and ensuring recycling systems are effective in the long run

1.2 We will increase sustainable transport through safer streets for walking and cycling, and advocacy for public transport.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
Increase car share bays from 20 to 100	60 car share bays are in place, in 2020–21 offer car share companies the opportunity to establish 40 or more bays. It is noted that car share companies are currently reviewing their plans in the context of COVID-19 and the final number of bays will be driven by their interest
Reduce private vehicle use to an average of 13 kilometres per day per person by 2020 (10%)	<p>Work with Reservoir Views Primary as the third 'Octopus School' to improve safe travel to School</p> <p>Promote and support cycling and walking during COVID-19 and beyond including through events (such as Ride2Work Day) and virtual events and promotions</p>
Dramatically increase opportunities for walking and cycling – with our biggest ever single investment of \$6 million in the first year of this plan – including converting some roads into shared streets where green space, walking and cycling take priority	<p>2020–21 is the fourth year of works in the capital works program. Works to be constructed this year include:</p> <ul style="list-style-type: none"> - Four pedestrian and bike rider safety treatments along the Mernda Rail-line Streets for People corridor - Traffic signals and path improvements at the Cheddar Road and Dole Avenue intersection - Four treatments, including a temporary road closure/pocket park along the Preston Activity Link Streets for People corridor - Three treatments in the Croxton West area along Leinster Grove and Woolhouse Street
Reduce the speed limit to 40 kilometres across 30% of the municipality	Implement further speed limit reductions to 40km/h in the Northcote and Thornbury areas of Darebin to achieve over 35% of local roads operating at 40km/h
Increase cycling by 12%	<p>Improve bike rider safety by delivering priority treatments along the Northcote and Preston Streets for People corridors:</p> <ul style="list-style-type: none"> - Two road safety treatments on James Street and two on Cramer Street in Preston - Five wombat crossings; two on Ethel Street, one on Stott Street and one each on Herbert Street and Hawthorn Road, in Northcote to complete the Mernda Rail-line Streets for People project
Continue to engage to the community regarding the Preston Activity Link Streets for People corridor in the centre of Preston	<p>Continue to develop designs for the construction of priority treatments along the Reservoir and Preston Streets for People corridors:</p> <ul style="list-style-type: none"> - Two speed reduction/safety treatments along Cramer Street between St Georges Road and Gilbert Road - Pedestrian and rider safety and access upgrades near the roundabout of Broadhurst Avenue and Radford Road
Replace \$5.6 million of damaged footpaths and increase satisfaction with footpath maintenance to above 80%	Deliver 100 percent of the Footpath Renewal Program and continue to improve on the satisfaction in the footpath network

GOAL 1

1.2 We will increase **sustainable transport** through safer streets for walking and cycling, and advocacy for public transport.

Targets from our 4-year Council Plan:

Implement our commitments under the NORTH Link Regional Trails Strategy to ensure walking and cycling routes connect throughout the north of Melbourne

Advocate to the Victorian Government to:

- increase the frequency of train, tram and bus services
- fast track the Clifton Hill metro upgrade to improve train services to South Morang
- extend the number 11 tram route to Edwardes Street
- upgrade of 14 tram stops on tram route 86 to accessible tram stops

2020–2021 actions working towards targets:

Design and construct the shared path connection from the northern side of La Trobe University to Plenty Road

Advocate to the State Government for improved east-west transport connections throughout Darebin

Advocate for more frequent services on all public transport in supporting the recovery efforts from the COVID-19 pandemic

Collaborate with the wider northern Melbourne region of councils for permanently improving bus services across Darebin

Work with other impacted local governments and the Metropolitan Transport Forum to advocate to the Victorian Government to commit to the delivery of the Melbourne Metro Two Project

Advocate to the State Government and relevant Ministers for the prioritisation of the delivery of accessible tram stops along tram route 86

Advocate to the State Government and relevant Ministers for the fast delivery of safe infrastructure to improve safety of people choosing to ride and walk to work during and following the COVID-19 pandemic **C-19**

Continue to advocate for funding for walking improvements on arterial roads, including pedestrian crossings



1.3 We will expand and improve our network of open and green spaces, parks and natural environments to provide the lungs for our city and reduce the impacts of climate change.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
<p>Create a Darebin Nature Trust, capitalised with \$10 million over this plan, to increase open space and native vegetation and ensure all residents live within 500 metres open space</p>	<p>Support the Darebin Nature Trust (DNT) to provide advice to Council on biodiversity and open space matters, including advice on rewilding, community programs, advocacy, biodiversity management and the implementation of <i>Breathing Space: The Darebin Open Space Strategy</i></p>
<p>Maintain resident satisfaction with the maintenance of parks, reserves and open spaces above 85%</p>	<p>Monitor and manage sediment levels in Edwardes Lake and Leamington Street wetlands</p> <p>At Donath Dole Reserve, extend the current footpath to increase community access to a larger area of the park</p> <p>Create a pocket park at Oakover as part of the implementation of the Junction Urban Master Plan (JUMP)</p> <p>Rewild parks across Darebin including at Mayer Park; Donath Dole Reserve; Oldis Gardens; Robinson Capp Reserve; Hayes Park; Larkin Reserve; McDonnell Park; Ruthven Reserve</p> <p>Renew assets identified by the Park Asset Data collection process</p>
<p>Grow our urban forest by 7,600 trees to increase tree coverage on public land by 15%</p>	<p>Increase tree plantings and canopy in parks, streets and median strips to achieve coverage targets in line with Council's Urban Forest Strategy</p>
<p>Install rain gardens/water sensitive urban devices to improve the condition of our waterways</p>	<p>Investigate a scheme that would allow developers to voluntarily fund Water Sensitive Urban Design (WSUD) in the neighbourhood rather than installing WSUD on site as required by the Planning Scheme</p> <p>Undertake research into the use of permeable paving that will enable water to sink into the ground and water table leading to the improved condition of our waterways</p> <p>Incorporate rain gardens/Water Sensitive Urban Design into civil works, where appropriate</p> <p>Ensure planning approvals require larger developments to construct and/or contribute funds toward water sensitive urban design installations</p>

GOAL 2

We will improve the wellbeing of people in our community by providing opportunities for them to live their lives well.

2.1 We will ensure health and social services meet our community's needs across their life-course.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
<p>Continue to design and invest in community services and programs that improve health and wellbeing and maintain overall satisfaction above 85%</p>	<p>Undertake surveys in the East Preston and East Reservoir neighbourhoods to inform community development and wellbeing priorities</p> <p>Review the Health and Wellbeing Plan with learnings from COVID-19 C-19</p> <p>Continue to connect residents to:</p> <ul style="list-style-type: none"> - Council's Community Navigation Support and Social Connection Programs C-19 - Emergency relief agencies and wellbeing services C-19 - Partner with Darebin Information Volunteer Resource Service (DIVRS) and local services to support vulnerable young people and their families' access emergency relief, support and material aid C-19 <p>In partnership with the Darebin Best Start Aboriginal Reference Group deliver the biennial 'Welcome Baby to Country' event to connect to welcome the new generation of Aboriginal babies and toddlers in Darebin to Wurundjeri Country</p> <p>Deliver the Addressing Intergenerational Isolation COVID 19 Resilience and Recovery Project C-19</p> <p>Review Council's Pandemic Sub-plan following the conclusion of COVID-19</p>
<p>Increase immunisation rates to 95% as per the WHO Global Vaccine Action Plan 2011-20</p>	<p>Increase immunisation rates through targeting Early Years services for vulnerable children</p>
<p>Increase our health checks, through innovative approaches to communication and conversation with families</p>	<p>Increase the number of Aboriginal and Torres Strait Islander families accessing and remaining engaged with the Maternal and Child Health service through the employment of an Aboriginal Maternal and Child Health Nurse</p> <p>Increase the use of digital platforms such as social media and telehealth in the delivery of health checks and support services to children, young people and their families to improve social, health and wellbeing outcomes C-19</p>
<p>Create a new park, playground, oval and children's hub on the site of the old Ruthven primary school in Reservoir</p>	<p>Following the adoption of the Ruthven Masterplan, make improvements to the park on the site of the old Ruthven primary school to maximise its natural bushland character. This will include a new planting program for rewilding, and the design and construction of a new playspace. Progress plans to rename the park in consultation with the local Wurundjeri people</p>



Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
<p>Transition our youth program to a skills-based approach that will help young people participate in pathways to education and employment</p>	<p>Implement Council’s Youth Services Strategy Action Plan 2019–21, in collaboration with the Youth Citizens Jury</p> <p>Deliver an additional five pre-employment skill development training programs, to young people to increase their job readiness and employability</p>
<p>Review our aged care services in light of Federal Government changes and maintain short waiting times for our aged care services, keeping levels of satisfaction above 85%</p>	<p>Implement the Age Friendly Darebin Review Year Two actions</p> <p>Continue to support the community’s recovery from COVID-19 impacts through the Community Navigation Support and Social Connection Programs C-19</p>
<p>Build four Changing Place facilities which are fully accessible public toilets with change tables and hoists for people with severe or profound disability</p>	<p>Complete the construction of the Edwardes Lake Park changing place facility</p>
<p>Ensure our food and health businesses maintain high standards of public health and safety</p>	<p>Ensure our food and health businesses maintain high standards of public health and safety</p>



GOAL 2

2.2 We will expand opportunities for participation and social connection through sport, physical activity, arts, culture and other leisure activities.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
Build or upgrade 24 play rounds, including one for all abilities, in consultation with local children	Design and construction of playspaces at Ruthven Reserve, Penders Park (stage 2), CH Sullivan Reserve, Vale Reserve, and Ruthven Park
Continue to upgrade our sports grounds and facilities	<p>Complete new designs for the redevelopment of the pavilion and grandstand at Bill Lawry Oval, Northcote to maximise community access and participation</p> <p>Complete the KP Hardiman Reserve, Reservoir hockey pitch and lighting replacement project</p> <p>Complete the soccer pavilion replacement at BT Conner Reserve, Reservoir</p> <p>Complete the planning and due diligence to identify the preferred re-development option for the Reservoir Leisure Centre to maximise the health, wellbeing and socio-economic outcomes of the surrounding community</p>
Build a new multipurpose indoor and outdoor sports stadium – a premier facility for women’s sport – at John Cain Memorial Park in Thornbury	<p>Award the construction contract for the Multi-Sports Stadium (MSS) and commence construction</p> <p>Determine and implement the optimal management model that will be utilised for the Multi-Sports Stadium (MSS) once it opens</p> <p>Complete the construction of the outdoor courts at the Multi-Sports Stadium</p>
Redevelop the Northcote Aquatic and Recreation Centre into a \$50M state-of-the-art aquatic centre	Award the construction contract for the new 6 green-star rated Northcote Aquatic and Recreation Centre facility
Diversify leisure programs to increase participation	<p>Recommend the Reservoir Leisure Centre Seniors Exercise Program to support health and wellbeing in spaces where seniors meet C-19</p> <p>Recommend the Community Gym Program for Reservoir Neighbourhood House members to increase participation, health and wellbeing C-19</p> <p>Review the outcomes of the 2010–20 Leisure Strategy and develop a new strategy that identifies programs and partnerships for increased physical activity</p> <p>Recommend the Swim to 50 Program at Reservoir Leisure Centre to provide swim lessons for children from low income and new immigrant families in the community C-19</p> <p>Continue to deliver the diverse range of on-line exercise programs developed during the COVID-19 restrictions to maximise access and participation in programs that support physical activity C-19</p> <p>Implement the Getting Sports Clubs Back on Track Grants program as part of the COVID-19 Community and Business Resilience Package to enable Darebin’s Sport Clubs to restart activities once restrictions ease C-19</p>

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
<p>Increase participation for girls, women and low income residents by reviewing the “inclusivity” of facilities and programs and reducing barriers such as fees or perceptions of safety</p>	<p>Review the Performance Subsidy Program to support Darebin’s community sports clubs to maximise equity participation outcomes</p> <p>Report on the second year of outcomes and achievements of the Promoting Women and Girls in Sport Partnership Agreement and use this evident to determine the next phase of the partnership</p> <p>Review and implement new licence/seasonal agreements to assist Darebin’s sports clubs to maximise access, equity and participation outcomes</p>
<p>Re-develop six senior citizen centres to increase group usage by 5%</p>	<p>Maximise access to the newly refurbished Senior Citizen Centres</p> <p>Work in collaboration with community groups</p>
<p>Activate Darebin with arts and culture, making it more visible and encouraging a spread of activity across the municipality, throughout the calendar year, at all times of the day and night</p>	<p>Design and deliver seasonal festivals aligned to COVID-19 safe festival and events protocols C-19</p> <p>Support artists and festival producers through artistic commissions to deliver a range of initiatives as part of FUSE festival</p> <p>Through Darebin’s Arts venues, provide opportunities for the creative and cultural sector to engage, develop and deliver a range of creative activity as follows:</p> <ul style="list-style-type: none"> - Produce and deliver an innovative and diverse season of production and creative developments through the Speakeasy program at Northcote Town Hall Art Centre - Produce and deliver a season of Arts productions directed at elderly citizens through our ‘Morning Music’ program at the Darebin Art Centre - Produce and deliver a range of productions that engages local families and children both as participants and as audiences - Produce and deliver the annual Mayor’s Writing Awards - Provide ongoing support for artists and the development of new theatrical works
<p>Grow the reach of the Bundoora Homestead Arts Centre</p>	<p>Deliver an online and refocused version of the biennial Darebin’s A1 Salon to support local visual artists of all ages across Darebin to exhibit new works</p> <p>Establish the newly formed Art and Heritage panel to support and inform Council’s policies and initiatives aligned to its collections</p> <p>Design and deliver an exhibition in partnership with Midsummer Festival to showcase the work of emerging artists who identify as LGBTIQ</p>

GOAL 2

2.2 We will expand opportunities for participation and social connection through sport, physical activity, arts, culture and other leisure activities.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
Increase and diversify audiences, supporting innovation in arts programming and maintaining high levels of satisfaction in festivals and events above 90%	Create COVID-19 safe platforms and artistic experiences that support artists and audiences to return to presenting work in Darebin C-19
Increase and diversify participation in local food production	Run Backyard Harvest events within the FUSE festival to help community learn from and inspire each other in regards to local food production Increase the number of community gardens at the Bundoora Park Farm
Develop a partnership model with the not-for-profit and community sector to utilise their knowledge, skills and expertise to deliver enhanced program and service delivery outcomes	Strengthen partnerships with agencies, the neighbourhood house network and not-for-profit organisations, to deliver programs and services, as part of a COVID recovery responding to current and emerging vulnerabilities C-19



2.3 We will expand lifelong-learning opportunities, to enable local people to learn, develop their interests, and secure good quality work.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
Work with all families, particularly those that are vulnerable, to increase kindergarten participation	Deliver an infrastructure, workforce and service review that responds to the introduction of government subsidised three-year-old kindergarten program and identify options that meet future community needs
Ensure community participation in the operation and management of the East Preston Community Centre and create a program of events that engages its local population to improve community participation and social inclusion	Transition the East Preston Community Centre to a lead tenant model by June 2023, informed by engagement with East Preston communities
Diversify and increase library use by: using technology to make library services accessible, creating destinations that support flexible, individual and community learning and work and increasing the different formats in which materials, information, services and programs are provided	<p>Review and implement revised library fines and charges to reduce barriers to use</p> <p>Increase the number of library events delivered in community languages</p> <p>Implement the Aboriginal and Torres Strait Islander protocols for libraries, archives and information services, to increase partnerships with Aboriginal organisations and access and service relevance to Aboriginal people</p>



GOAL 3

We will ensure our planning system facilitates **high-quality and sustainable development** that extracts social, environmental and economic benefits for our community.

3.1 We will encourage and facilitate **appropriate high-quality development in identified areas** to create opportunities for living accessibly to public transport, infrastructure, open space and attractive, safe public areas.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
<p>Review the planning scheme to ensure it can deliver our vision and meet the changing needs of the community, while increasing protection for valued neighbourhood character</p>	<p>Strengthen standard planning permit conditions to improve the quality of design and sustainability in planning applications</p> <p>Assess the impact of COVID19 particularly in regards to affordable housing and the economy</p> <p>Translate the local content of the Darebin planning scheme into the new state format (including a new Municipal Planning Strategy) for review by the Department of Environmental Land Water and Planning, and for Council to consider seeking an amendment to the local Planning Scheme</p>
<p>Review our planning controls and urban design guidelines to ensure development is appropriately located and of high quality</p>	<p>Release new residential design guidelines as a tool to improve the quality of design and sustainability in planning applications</p> <p>Establish a long term 50-year Vision for the City, informed by extensive community and stakeholder engagement, to guide planning, growth and development</p> <p>Achieve a median time taken to resolve planning compliance matters of 30 days and increase confidence in the Darebin Planning Scheme and planning decisions</p> <p>Champion high standards for design excellence in private development in Darebin, through the City Designer who works with planning permit applicants and their designers to raise the quality of design in applications</p> <p>Develop a vision and built form guidelines for Heidelberg Road to guide high quality development, including consultation with the surrounding community</p>
<p>Finalise a vision for a new suburb in the Northland precinct which could eventually cater for over 20 000 new residents over the next 20 years. The largest urban renewal project in Melbourne's north for decades, it will include new housing, public transport, business, community facilities, creative spaces and open space</p>	<p>Council has done significant planning towards a future suburb in the Northland precinct, however, the State Government has recently made some quite significant policy changes around industrial land, and the impacts on the local economy of COVID-19 also mean that this planning needs to be revisited. In 2020–21 the impact on the local economy will be assessed, but specific planning relating to the Northland precinct is not planned to progress, but in future years</p>
<p>Create plans to revitalise Central Preston</p>	<p>Complete the Preston Library Feasibility Study and determine the next steps</p> <p>Advocate for good planning outcomes at the Preston Market Precinct through the Victorian Planning Authority's planning process</p> <p>Seek community feedback on a draft Urban Design Framework for Central Preston as part of the Future Preston project, and prepare a Central Preston Structure Plan that provides a framework to guide future development in the area</p> <p>Assist and establish a business led association for Preston Central</p>



Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
<p>Use the grade separation projects as an opportunity to renew the Preston and Reservoir shopping areas to create more vibrant, safer, public spaces and better walking and cycling</p>	<p>Council successfully advocated for removal of four level crossings through the Preston area and in 2020–21 will advocate for excellent design and to ensure that construction is managed so it minimises disruption and supports business and community through that time. Council’s work will include review of state government designs and plans and working with the state government to integrate creative outcomes in rail infrastructure projects at Preston Market and Bell Stations</p> <p>During any disruption from the Level Crossing Removals, Council will help traders and community minimise the impact and will encourage our community to shop locally</p>
<p>Increase the public open space levy to create more open space, particularly in urban renewal areas</p>	<p>In 2020–21 Council expects to further progress this multi-year project to increase the open space levy. This year this is expected to include presentation to a Planning Panel and seeking authorisation from the Minister for Planning. It is expected to complete in the 2021–22 financial year</p>
<p>Require developers to contribute to infrastructure to support population growth through a Developer Contribution Scheme</p>	<p>In 2020–21 Council expects to seek authorisation from the Minister for Planning to consult on a proposal for new Developer Contributions Plan that would ensure that developers contribute financially to Council infrastructure as the population grows</p>
<p>Collaborate with the Victorian Government to plan high quality public housing and examine opportunities for social housing to be provided on Council owned land</p>	<p>This year of the program will investigate further sites that can be used for affordable housing and update the Darebin Housing Strategy and Neighbourhood Character guidelines</p> <p>Continue to implement the project to develop new social housing on a Council car park at Townhall Avenue, including lease execution, project management, consultancy and legal investigations to progress the project</p>



GOAL 3

3.2 We will support our creative industries to ensure the city grows as a significant **arts and creative** centre.

Targets from our 4-year Council Plan:	2020-2021 actions working towards targets:
Support a diversity of artists and creative organisations across all career stages and practices, through the provision of dedicated arts and cultural spaces locally and by creating diverse and flexible investment models and programs	Implement the following COVID 19 Recovery projects including: creative collaborations; cultural infrastructure grants, arts partnership support recovery program, online recovery program to support Darebin’s creative vibrancy by assisting artists to sustain their practice and connect to colleagues through web-based media C-19 Expand and consolidate the cultural licensee program at Northcote Town Hall Art Centre and Darebin Arts Centre
Ensure our art collections are available for the enjoyment of the community and future generations	Provide virtual access to at least 100 percent of the Darebin Indoor and Outdoor Art Collection through the online catalogue



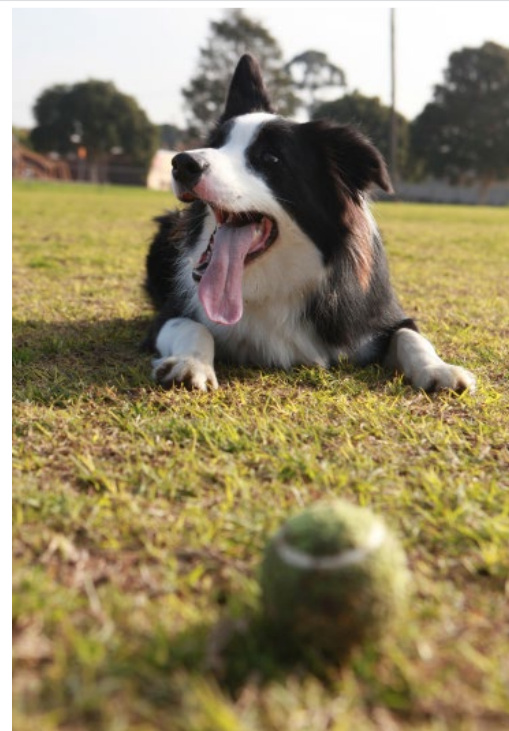
3.3 We will manage local roads, buildings and public spaces to make our city safer, cleaner and more attractive.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
Reduce crash rates on roads by introducing traffic management measures on the highest risk roads	Complete up to three grant funding applications for local blackspot safety improvement projects and construct 10 traffic management measures to improve road safety
Find new and better ways to upgrade our road network through new technology and products, and maintain satisfaction with local roads above 80%	Ensure all road reconstruction and road reseal projects contain a maximum permissible recycled content to improve the sustainability of Council's civil construction practices
Improve or maintain satisfaction with public spaces to above 80%	Protect and enhance urban character by regulating tree removal and pruning on private property within Darebin and completing replacement planting with species suitable to local vegetation and site constraints
Increase streetscapes amenity by working with traders to install bins, recycling bins, bicycle hoops, seats, natural shade; and finding novel ways to deal with graffiti on both public and private property	<p>Embed good streetscape design into any Council re-development projects, such as Streets for People. Undertake advocacy for good streetscape outcomes with State Government bodies, including the Level Crossing Removal Authority and VicTrack</p> <p>Engage with local business associations and stakeholders on local improvements for activity centres</p> <p>Engage with local business associations and stakeholders on small scale targeted streetscape improvements to support activity centres to come back to life post COVID-19 including improvements at: Yarra Ave/Boldrewood, Reservoir, McMahn/Boldrewood, Reservoir and Plenty/Tyler, Reservoir C-19</p> <p>Ensure new development within the activity centres funds the upgrade and improvement of adjacent streetscapes</p>
Install and advocate for improved and more sustainable street lighting in areas of need and safety concern	Deliver two whole-of-place audits in Preston and Reservoir to identify actions that improve perceptions of safety and reduce the opportunity for crime
Improve people's perceptions of safety to above 80%	<p>Deliver community safety infrastructure projects including Main Drive, Bundoora Lighting upgrade that respond to data about gendered experience in public spaces and improves perceptions of safety</p> <p>Continue to provide a safe environment for school children walking and cycling to school and ensure that 90 percent of primary schools within the city participate in Council's School Crossing Education program</p> <p>Continue to implement the Graffiti Strategy 2019-23</p> <p>Complete 12 street art murals across the municipality to minimise graffiti occurring at hot-spot locations, while improving amenity</p>

GOAL 3

3.3 We will manage local roads, buildings and public spaces to make our city safer, cleaner and more attractive.

Targets from our 4-year Council Plan:	2020-2021 actions working towards targets:
<p>Expand dog walking infrastructure and manage lost animals through our new shared regional shelter, that operates under a no kill of healthy animal policy</p>	<p>Reduce the number of domestic animals directed to re-homing programs and increase the number of domestic animals registered in the municipality and lost animals returned directly to their owner</p> <p>Incorporate signage and design into public spaces to support dog walking as well as other users in line with the updated Open Space Strategy and balance community needs</p> <p>Deliver Year four actions identified in the Domestic Animal Management Plan and continue to encourage the responsible ownership of domestic animals</p>
<p>Help minimise the disruption caused by development</p>	<p>Apply planning permit conditions that require better construction management in major developments and review opportunities to strengthen the local law in regard to disruption related construction matters</p> <p>Assist the community and local business to plan for and manage disruption associated with the State Government’s level crossing removal construction activity in Preston and Reservoir and advocate to State Government to minimise disruption</p>
<p>Address compliance issues with a high risk to public safety as a priority</p>	<p>Support the Victorian Building Authority as the lead agency to respond to identified combustible cladding risks</p> <p>Conduct regular inspections and achieve swimming pool and boarding house compliance with regulations</p>

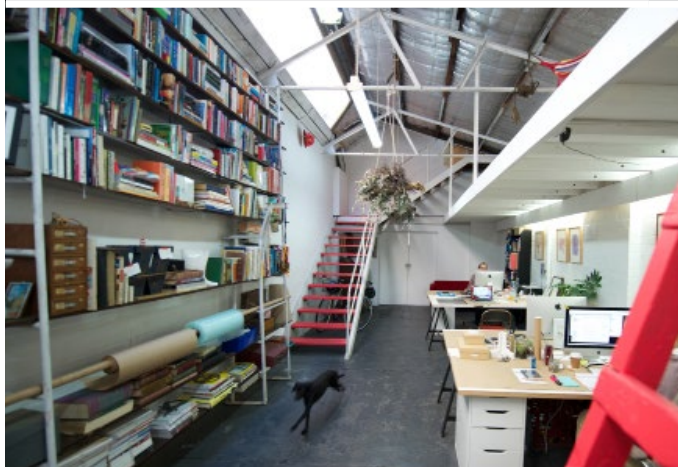


GOAL 4

We will **support and attract a diversity of local businesses and industries** by fostering an environment in which they can thrive.

4.1 We will foster an environment that ensures our **local businesses** succeed
- from large industries to microbusiness and freelancers.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
<p>Increase local business of all kinds, including the micro businesses, freelancers, social enterprises and Non-Government Organisations that are emerging in our increasingly service based economy</p>	<p>Support businesses through the COVID recovery including:</p> <ul style="list-style-type: none"> - Continuation of the Business Support line until December (and possibly longer dependent on demand) - Deliver a range of business development and industry support programs C-19 <p>Undertake a promotional campaign and place-based activities which showcase Darebin businesses and retail precincts C-19</p> <p>Support and promote the work of Darebin based social enterprises</p> <p>Deliver food handler information sessions to support new and existing food businesses in food safety education</p>
<p>Help businesses to increase local employment, including through the uptake of Federal and Victorian Government funding for employment and skills training opportunities</p>	<p>Assist businesses and employers to access employment services, support and create pathways for Darebin’s job seekers C-19</p> <p>Deliver targeted support to Community Managed Kindergarten and Child Care Services COVID 19 Resilience and Recovery Package Project C-19</p>
<p>Increase the number of businesses doing better because of our assistance with:</p> <ul style="list-style-type: none"> - digital access and capability - environmental performance - export capability - attraction of visitors 	<p>Deliver a series of workshops assisting businesses to improve their digital and financial capabilities in response to the impacts of COVID 19 C-19</p>
<p>Create smart parking tools, such as sensors linked to an information app, to help residents use parking more effectively</p>	<p>Council has investigated high level technology options for sensors and signage to help people identify where parking is, however given the current drop in parking demand related to COVID19, there are not plans to progress this further in the 2020–21 year C-19</p>



GOAL 4

4.2 We will enable and activate space, including vacant shopfronts and Council facilities, to accommodate different businesses and industries.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
Increase the number of vacant shops reactivated with creative businesses	Deliver the Active Space Program in partnership with landlords and real estate agents in vacant shops in Darebin to enable start-up businesses to trial their businesses and increase visual amenity and beautification through commissioning artwork from local artists in vacant shop windows C-19
Repurpose Council facilities to support business. For example, we have developed one of Australia’s most successful local business incubators in a Council building, and we are exploring co-working in our libraries	Support businesses operating in Council facilities, including the Melbourne Innovation Centre

4.3 We will pursue regionally significant economic opportunities to drive growth and sustainability for our region.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
Continue to advocate for actions in regional partnership plans that will create regional economic growth	Advocate for regional economic growth through enhanced partnerships with regional economic bodies such as North Link, Northern Council Alliance, Metro Partnerships and La Trobe and implement regional strategies, such as the Melbourne’s North Food and Beverage Growth Plan



GOAL 5

We will lead on equity and recognise our **diverse community as our greatest asset** for solving future challenges.

5.1 We will ensure our services, facilities and programs **benefit all**, including our most vulnerable.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
<p>Develop and implement strategies and programs that build social cohesion</p>	<p>Deliver an Employment Forum in partnership with the Darebin Intercultural Centre and Welcoming Cities for local communities and organisations in Darebin (see 5.2 for Reference Group)</p> <p>Update and implement the Darebin Welcoming Cities Action Plan to reflect impacts of COVID-19 to prioritise actions in the Welcoming Cities Standards</p>
<p>Implement our equity and inclusion audit vigorously across the work under this plan to ensure we:</p> <ul style="list-style-type: none"> - foster participation by diverse population groups in our services, facilities and programs - improve the resources of our low income residents, and address inequalities in outcomes between the north and south - combat discrimination, racism, sexism, homophobia and transphobia - work together on projects identified by local communities who experience social and economic disadvantage 	<p>Undertake at least 20 Equity Impact Assessments to ensure that Council services, facilities and programs address the needs of the most vulnerable cohorts as outlined in the Towards Equality Framework</p> <p>Undertake Equity Impact Assessments of all projects within Council's COVID-19 Recovery Package to ensure that package is responsive to the diverse needs, experiences and human rights impacts C-19</p> <p>Ensure that Council's policies, strategies and plans reflect and embed the goals and principles of the Towards Equality Framework</p> <p>Ensure that our multicultural and multifaitth communities are supported with reference to financial hardship, discrimination based on race/culture and other forms of vulnerabilities</p> <p>Implement the Gender Equity and Preventing Violence Against Women Action Plan 2019 - 2023 specific actions to include:</p> <ul style="list-style-type: none"> - Focusing on Early Childhood - challenge rigid gender roles and stereotypes and promote respectful relationships - Incorporate targets for women's participation in the development of the Leisure Strategy - Undertake a gender equity workforce audit <p>Deliver a job ready program, in partnership with a local jobs provider organisation, for diverse community members from low socio-economic backgrounds who are unemployed, underemployed, or have a disability</p>



GOAL 5

5.1 We will ensure our services, facilities and programs benefit all, including our most vulnerable.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
<p>Continue to take direct action to support marginalised and vulnerable population groups, including by:</p> <ul style="list-style-type: none"> - improving the access and inclusion of people with disability across the city - providing community grants and other support to community organisations - establishing a better home for our Intercultural Centre and its programs - reviewing our Community Communication Strategy and multilingual telephone service against the 2016 Census to ensure residents can access our services and information in different languages 	<p>Implement project partnership to support and promote culturally diverse artists responding to the dominant culture in ways that builds empowerment and self-determination</p> <p>Develop and deliver age friendly focused AMPLIFY, as part of FUSE autumn 2020–21</p> <p>Endorse and implement a new community-led Disability Access and Inclusion Plan for Darebin</p> <p>Reach out to and prioritise disadvantaged and culturally and linguistically diverse communities for participation in the Solar Savers program</p> <p>Construct up to three upgrades to existing disabled parking spaces serving activity centres or schools that improve user safety and accessibility. Install 5 new disabled parking spaces in residential areas in response to community needs</p> <p>Establish a community reference group to inform the design and construction of a new home for the Darebin Intercultural Centre</p> <p>Promote and communicate the Language Aide and Multilingual Service so residents can access our services and informant in different languages</p>
<p>Advocate to:</p> <ul style="list-style-type: none"> - reduce our high level of poker machine losses <ul style="list-style-type: none"> - \$230,000 losses every day, higher than the annual Victorian average - support newly arrived residents, refugees and asylum seekers. Darebin is a Refugee Council of Australia “refugee welcome zone”. We welcome them, uphold their human rights, and demonstrate compassion as they integrate into our communities - address homelessness and housing affordability - support and participate in community campaigns that are consistent with our goals and values 	<p>Implement the Electronic Gaming Machine Policy and Action Plan 2018–2022 specific actions to include:</p> <ul style="list-style-type: none"> - Review Council’s Planning Scheme to consider an EGM planning policy - Undertake communications that increase awareness of the gambling harm and losses to pokies - Work in partnership with others to support those who have reduced their gambling during COVID 19 C-19 <p>Continue to deliver human rights campaigns, events and programs protecting the rights of all people, to live without fear and with freedom, respect, equality and dignity</p> <p>Continue to advocate for changes in policy and funding with Federal and Victorian Governments relating to COVID 19 impacts C-19</p> <p>Support community campaigns that are consistent with our goals and values in line with an approved advocacy strategy</p>
<p>Eliminate barriers to hiring a diverse workforce, such as language and the reach of our advertising and increase intercultural competency of our workforce</p>	<p>Continue to implement the Local Diversity Through Inclusion (Pathways to Employment) Strategy. Minimise barriers to diversity in the workplace through the review of internal recruitment policies and processes. Identify and deliver programs such as mentoring for Refugees, or other supports, that improve employment pathways for the community. Council’s Community Employment Plan will also include a mentoring program for refugee and other diverse groups</p> <p>Develop and deliver Aboriginal and Torres Strait Islander and refugee mentoring programs across Council and increase the number of employment opportunities within Council for Aboriginal and Torres Strait Islander Employees including selective use of special measures provisions within the <i>Equal Opportunity Act 2010</i></p>

5.2 We will bring the ideas of our diverse community into our decision-making.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
Build trust in government by strengthening active community networks and supporting their initiatives	Deliver a package of COVID 19 Recovery Grants across business, community, sporting groups and creative industries 
Diversify and increase the number of individuals, organisations and community collaborations actively linked to Council, to ensure decision-making for complex problems includes all interests	Develop a child and youth engagement protocol to support engagement of children and young people across Council, in partnership with Melbourne University and the Young Citizens Jury
Explore and implement solution based engagement methods that suit the various stakeholders and organisations in our active community and diversify and increase community feedback	Review, implement and monitor the Community Engagement Strategy and Framework to ensure it meets the community engagement requirements included in the new <i>Local Government Act 2020</i>
Reconfigure our community advisory structures to facilitate more targeted and impactful opportunities for community decision-making	Support the implementation of new terms of reference for our community advisory committees to ensure consistency and clarity of purpose
Provide facilitation and governance training for councillors to ensure they can effectively run community forums and meet the challenges of operating in an increasingly complex environment	Provide community-focused facilitation and governance training to councillors as part of the councillor induction process after the 2020 election
Increase citizen participation in council meetings	The development and implementation of new Governance Rules and the Community Engagement Policy, as required by the <i>Local Government Act 2020</i> , are anticipated to incorporate processes for greater citizen participation in Council meetings. This will result in increased opportunities for those who may be impacted by a Council decision, to have their views heard
Maintain satisfaction in Council decisions at above 80%	Review report templates and provide training to staff to ensure reports are succinct, evidence based, supported by relevant policy and/or plans, and clearly explain recommendations and proposed outcomes
Build advocacy partnerships with councils, Non-Government Organisations and others, to tackle the big issues that affect our community	Implement and monitor the Advocacy Strategy to support key Council strategies and priority initiatives

GOAL 6

We will be good custodians of the organisation, transparent, and upfront with the community regarding our statutory obligations.

5.3 We will be responsive and respectful to the current and emerging aspirations of **Traditional Owners and Aboriginal and Torres Strait Islander communities** in Darebin.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
Actions will be determined by our Aboriginal Advisory Committee	<p>Continue to partner with the Darebin Aboriginal Advisory Committee to identify and implement programs that improve outcomes for our Aboriginal and Torres Strait Islanders workforce and community</p> <p>Implement the Darebin Aboriginal and Torres Strait Islander Action Plan 2017–2021 including specific actions:</p> <ul style="list-style-type: none">- Deliver a Darebin Schools Yarning Conference that celebrates the 2020 NAIDOC theme- Increase recognition and visibility of the Aboriginal culture through re-naming Council meeting rooms in Woiwurrung language <p>Implement Aboriginal and Torres Strait Islander Employment Strategy actions to achieve a minimum of 3% employment of Aboriginal and Torres Strait Islander people</p>



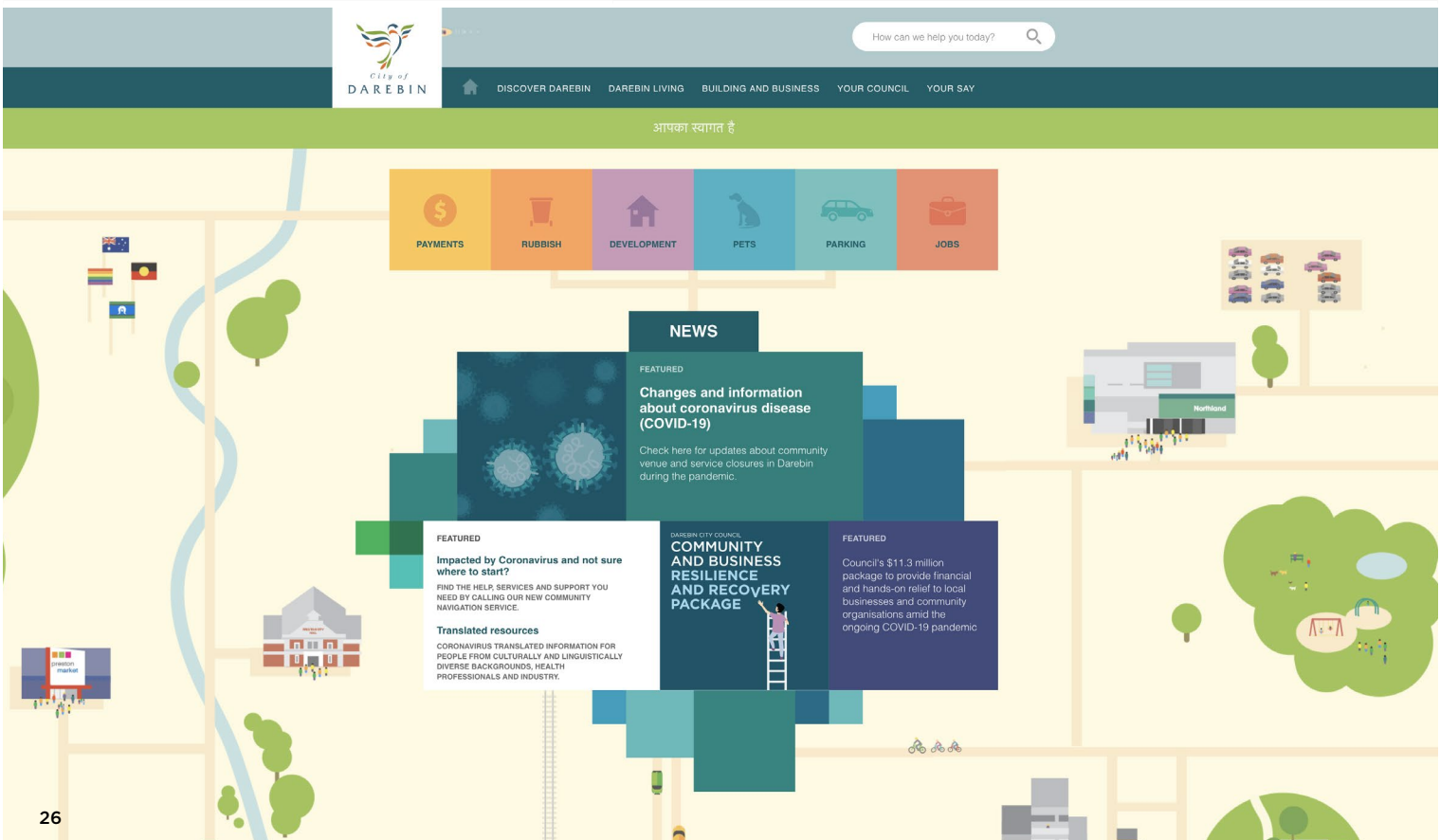
6.1 We will implement the best delivery models to optimise efficiency and value.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
Continue to deliver our services standard through continuous improvement bench marked against best practice in local government service delivery	Implement the new Asset Management Strategy to ensure that service delivery is provided in a financially sustainable, customer-centric and effective
Review all our service delivery to build a flexible and dynamic organisation that can respond to new challenges and deliver services that best meet the needs of our community	<p>Continue to improve permit processes for businesses to make it simpler to do business in Darebin</p> <p>Consider ongoing workplace efficiency, flexibility and service improvement opportunities that have emerged during the Covid19 period and support the organisation's implementation of relevant operating changes C-19</p> <p>Review the Toy Library to ensure the service is flexible and responsive to Darebin's diverse community</p> <p>Deliver stage two of the Kindergarten and Childcare Centralised Registration Review and determine a future model that meets the diverse needs of the community</p> <p>Undertake a homelessness and rough sleeper Street Count that informs Council about people sleeping rough within Darebin</p>
Improve our research, data analysis, and community engagement capabilities to ensure we understand the changing issues facing our community	<p>Analyse and respond to the results from the 2019–20 Annual Community Survey to understand the community perceptions and attitudes towards our Council services and programs, as well as the issues in the municipality that needs to be addressed</p> <p>Implement a continuous improvement process where engagement planning draws on the experience of previous engagements to expand our collection of data and avoid duplication</p>
Introduce agile organisational structures that give our workforce the flexibility to respond rapidly to change	<p>Finalise and implement the Workforce Planning Strategy and Workforce Diversity Strategy</p> <p>Design and implement workplace culture and change programs and practices to ensure a modernised and skilled workforce readily able to cohesively deliver on Council's key services and strategic projects</p>
Find new ways to collaborate with others to gain outcomes for our community, including regional shared services with other councils, partnerships, and advocacy campaigns	<p>Continue to implement and monitor Council's Social and Sustainable Procurement Policy, framework and processes. Deliver better practice, improve compliance, value for money, more effective collaboration with other councils and service providers and improve service levels</p> <p>Collaborate with other northern metropolitan Council's and the Municipal Association of Victoria to advocate for improved operational guidelines for the proposed Environment Protection Act to ensure the effective use of Council resources in helping our community resolve amenity-based complaints</p>

GOAL 6

6.1 We will implement the best delivery models to optimise efficiency and value.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
Use smart technology to help manage our business, for example, using sensors to improve the way we use water, lighting, and improve our road maintenance	Implement key technical functionality including: the digitisation of Council records (such as planning applications) to enable the online searching of information for faster and more comprehensive decision making, collaborative tools including webinar software, the digital signing of documents, as well as new cloud based platforms for publishing material on the Darebin website
Ensure people can transact with us anywhere, anytime, on any device	<p>Implement the Customer Complaint Policy and Procedure</p> <p>Continue the re-design of the new Darebin website including the consolidation of up to 10 different Council websites into a single, easily searchable web presence that is secure, simplified, with easily accessed Council services</p> <p>Make key content on the Darebin website more accessible by increasing the legibility and readability of the information so it is aligned with disability standards and by translating the information into a variety of languages that reflect the Darebin community</p> <p>Review and update the website content for Planning and Development to improve access to information, interactivity and user-ability for Statutory Planning and Building Services</p>



6.2 We will find new ways to deliver long-term financial sustainability.

Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
Identify and pursue alternative revenue sources to build financial sustainability	Progress priority projects that increase revenue. They include expanding our land subdivision levy to fund more open space (Open Space Levy) and introducing a developer contributions scheme to ensure developers contribute financially to our infrastructure as population grows
Make decisions considering people, planet, progress and profit (quadruple bottom line)	Implement values-based leadership, management and practices underpinned by a robust capability framework. Implement the recommendations of the policy review project that will embed key strategic initiatives (such as ‘Age Friendly Darebin’ and ‘Towards Equality’) into officer decision-making processes and interactions with customers, residents, the community and each other
Develop a ten-year financial strategy to ensure we can continue to deliver services, programs and assets while delivering an underlying surplus	<p>Develop a Financial Plan for a ten-year period that includes statements describing the financial resources required to give effect to the Council Plan and other strategic plans of Council</p> <p>Review the preparation of the Annual Budget and mid-year financial review to ensure they provide Council with the relevant information to maintain its financial sustainability</p> <p>Undertake and implement a full review of fees and charges that considers equity, socio-economic factors, demographics, social wellbeing and environmental sustainability</p>
Conduct our business transparently and as expected by legislation	<p>Implement a Public Transparency Policy in accordance with the <i>Local Government Act 2020</i></p> <p>Conduct a comprehensive review of the current risk management policy, related documents and risk assessment tools and implement the policy across the organisation</p>

6.3 We will communicate our progress on the actions in this Council plan to residents, community leaders, community organisations, business, industry, and Victorian and Federal governments to ensure we can all act together.

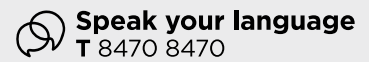
Targets from our 4-year Council Plan:	2020–2021 actions working towards targets:
Regularly update progress on this plan on our website, and keep everyone we work with well-informed through appropriate channels	Progress of the Council Plan 2017–21 is reported quarterly and annual action plans developed for each year of the Council Plan. Quarterly progress reports and the annual action plans are listed on Council’s website to keep the community informed

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If you are deaf, or have a hearing or speech impairment, contact us through the National Relay Service.



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