

# COUNCIL PLAN ACTION PLAN 2023-2024

PROGRESS REPORT Q3

the place  
to live



# INTRODUCTION

## Welcome

Guiding the way Council delivers its services and plans for the future is the 2021–25 Council Plan. This plan was developed following the most recent election and revised in 2023-24. The plan outlines the objectives and aims of Council over its four-year term. Development of the plan included significant community consultation at community forums and social media.

Council has committed to four directions that will guide our actions and resources for a period of four years:

1. Vibrant, Respectful and Connected – making sure our community is one where all our people are valued, and no one is left behind
2. Prosperous, Liveable and Flourishing – building on Darebin’s strengths in relation to business, services and industry, and creating a city where all services and facilities to support a balanced, healthy life are easily accessible to our residents
3. Climate, Green and Sustainable – ensuring Darebin is a leader in responding to the climate emergency, and our natural environment is protected and enhanced
4. Responsible, Transparent and Responsive – recognising we are here to serve our community, in all its diversity, and that we govern transparently and accountably.

For more detail on the Council Plan, go to [www.darebin.vic.gov.au/About-Council/Council-structure-and-performance/Council-plan](http://www.darebin.vic.gov.au/About-Council/Council-structure-and-performance/Council-plan)

Supporting the Council Plan is an annual Action Plan which sets out our work for the financial year to ensure that the objectives of the Council Plan are implemented.

We invite you to read on to see what we’ve done to implement the Council Plan in the third quarter of the 2023-24 financial year.

# INTRODUCTION

## How to Read This Report

This document outlines our progress in completing the 2023-24 Council Plan Action Plan.

There are four sections to this report:

Section one provides an overview of the 10 Big Action themes.

Section two provides the quarter three action commentary and progress status for the 80 actions from the 2023-24 Council Plan Action Plan. The actions are arranged by Council Plan strategic direction/objective and have commentary that outlines the progress against that action as at 31 March 2024.

Section three is the Capital Works Portfolio Status Report for Quarter Three which provides the status and progress of all programs and major projects.

Section four is the status of Council Resolutions report which provides a summary of the organisation's progress in implementing Council's decisions for the 2023-24 financial year.

## Darebin at a Glance

The City of Darebin is located between five and fifteen kilometres north of Melbourne's central business district.

It has been home to the Wurundjeri people for many thousands of years.

Our city covers 53 square kilometres of land stretching from the inner northern suburbs of Northcote and Fairfield to Reservoir and Bundoora.

In 2023, our city's estimated population was 155,683 people, and this is forecast to increase to 215,360 by 2041.

We are home to one of Victoria's largest and most diverse communities in the realms of culture, language, religion, socioeconomic background, employment status, occupation and housing need. In 2021, 46,688 of our residents were born overseas; 18 per cent had arrived in Australia in the five years prior.

We have a diverse mix of properties – with 68,081 residential properties, 4,661 business properties and 531 mixed-use properties. Our largest industries are education and training, retail, manufacturing, health care and social assistance.

As a Council, we are responsible for a large part of our city's infrastructure and natural habitat. We own, manage, or maintain 333 buildings, 790 hectares of open space, 27 sports reserves, seven natural reserves, 57 playing fields/sports grounds, 130 playgrounds, 29 wetlands, 84,300 trees, 530 km of roads, 30 km of shared paths, 1,045 km of sealed footpaths, 66 road and foot bridges, 628 km of stormwater pipes, 23,194 stormwater pits, and 30 gross pollutant traps (structures that trap solid waste such as litter).

While our city's social and economic prosperity is changing, with more of our residents earning higher incomes, we still have many of our residents experiencing disadvantage.

The Socio-Economic Index for Areas (SEIFA) score ranks areas based on indicators that contribute to disadvantage (including unemployment and income). In 2021, Darebin's SEIFA disadvantage score was 1018, which is the same as for Greater Melbourne.

In November 2023, our job seeker rate was 4.8 per cent. This is somewhat higher than the unemployment rate for Greater Melbourne (4.1 per cent), and Victoria overall (4.5 per cent).

# 10 BIG ACTIONS

Big Action Number	Council Plan Strategic Action Numbers	Big Action Description
BA1	(None in 2023-24)	<b>Build Infrastructure for the future</b> by developing Northcote Aquatic and Recreation Centre, redeveloping BT Connor Pavilion in Reservoir, and building Darebin Intercultural Centre in Preston.
BA2	2-2 2-3 2-6	<b>Plan infrastructure for decades to come</b> by redeveloping Reservoir Leisure Centre, activating Edwardes Lake Boat House in Reservoir, building new kindergarten facilities, and undertaking a feasibility study for a Global Learning Hub in Preston.
BA3	2-15 2-16 3-1 3-2 3-18	<b>Continue to lead with our response to the climate emergency</b> by updating our Climate Emergency Plan to set out how to best achieve zero greenhouse gas emissions for Darebin by 2030, offering solar installations and energy retrofits to pensioners and vulnerable communities, delivering new business and community power purchase partnerships, supporting a shift to a circular economy and programs aimed to improve safety for people cycling, walking and wheeling, increasing active travel which will also reduce transport emissions.
BA4	1-1 1-2 1-3 1-4	<b>Deepen our commitment to truth and justice for First Nations communities</b> in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Aboriginal and Torres Strait islander peoples who live and work in Darebin.
BA5	2-40	<b>Support vulnerable members of our community</b> by providing support with COVID-19 recovery, expanding our Homelessness Assertive Outreach program, and supporting community-led programs in East Reservoir and East Preston, to achieve greater physical and mental health, and wellbeing for all.

# 10 BIG ACTIONS

Big Action Number	Council Plan Strategic Action Numbers	Big Action Description
BA6	2-49 2-52	<b>Champion local business and creative industries</b> by providing support with COVID-19 recovery, facilitating the establishment of a Darebin Chamber of Commerce, and improving the lighting and safety of our retail precincts and business activity centres.
BA7	1-6 1-7 1-10 1-12 1-13 1-14 1-19 1-35	<b>Build a more inclusive community for all</b> by supporting Darebin’s multicultural communities, reducing racism and discrimination, increasing access to our Council’s services and sporting assets by groups who are under-represented, developing our Disability Action Plan, to improve access for all to our services and infrastructure, and achieving Rainbow Tick accreditation (best practice in LGBTQIA+ inclusion) for our services and activities.
BA8	2-33 2-62	<b>Improve the quality of development</b> and work to protect all that we love about Darebin by pursuing protections for Preston Market, conducting a Planning Scheme review informed by in-depth community consultation, and reviewing to amend our Parking Permit Policy.
BA9	3-11	<b>Protect our natural environment and biodiversity</b> by significantly improving water quality in Edwardes Lake, increasing tree canopy coverage in our parks, residential areas and retail precincts, and enhancing understorey planting.
BA10	1-20 2-6	<b>Expand our delivery of quality universal services</b> across the lifespan by providing more three-year old kindergarten places, continuing to deliver our flagship Age Friendly Darebin Project, expanding aged care direct services, and registering to become a home care package provider.

# Council Plan




## 1.0: Vibrant, Respectful and Connected

### 1.1: We will prioritise and respect the voices and aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities in Darebin

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-1] In consultation with the Traditional Owners, Darebin Aboriginal Advisory Committee and local Aboriginal and Torres Strait Islander Communities develop and commence implementation of a three-year Aboriginal Action Plan Key elements of this Plan, in addition to items mentioned in the Council Plan, to include: <ul style="list-style-type: none"> <li>Develop partnerships with local Aboriginal Community Controlled Organisations to enhance our work towards mutual goals</li> <li>A meaningful and comprehensive response to the six key requests of DAAC's Our Black Lives Matter statement to Council</li> <li>Continue to implement and expand our Aboriginal Employment Strategy and Aboriginal Action Plan</li> <li>Begin discussions with Traditional Owners to understand the feasibility and resources required for Council to hand back land and responsibility for land management</li> </ul>	In consultation with the Traditional Owners, Darebin Aboriginal Advisory Committee and local Aboriginal and Torres Strait Islander Communities develop and commence implementation of a three-year Aboriginal Action Plan. Key elements of this Plan, in addition to items mentioned in the Council Plan, to include: <ul style="list-style-type: none"> <li>Develop partnerships with local Aboriginal Community Controlled Organisations to enhance our work towards mutual goals</li> <li>A meaningful and comprehensive response to the six key requests of DAAC's Our Black Lives Matter statement to Council</li> <li>Continue to implement and expand our Aboriginal Employment Strategy and Aboriginal Action Plan</li> <li>Begin discussions with Traditional</li> </ul>	Work continues on the development of the draft Aboriginal Action Plan. Consultation with members of the Darebin Aboriginal Advisory Committee is ongoing. This work continued to be delayed given other unplanned work and service delivery priorities that have arisen during this period.		Off Track



 Completed
  On Track
  Delayed
  Off Track
  Not Started



H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Owners to understand the feasibility and resources required for Council to hand back land and responsibility for land management			
	[1-2] Progress a partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and continue to progress “decolonising” Bundoora Park	Progress a partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and continue to progress “decolonising” Bundoora Park	The Wurundjeri Garden is progressing. Work on the partnership will commence with the new CEO at Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation. This work continued to be delayed given the complexity of the work in addition to other unplanned work and service delivery priorities that have arisen during this period.		Off Track
	[1-3] Deliver initiatives that support truth telling, and provide opportunities for culturally diverse communities, and our broader Darebin community, to learn about Aboriginal and Torres Strait Islander culture and history	Deliver initiatives that support truth telling, and provide opportunities for culturally diverse communities, and our broader Darebin community, to learn about Aboriginal and Torres Strait Islander culture and history	The second stage truth telling space at Bundoora Farm is progressing. This work will continue and will support the 7th annual School Yarning Conference scheduled for late 2024.		On Track
	[1-4] Increase support to Aboriginal community-controlled organisations by incorporating a specific funding stream into our Community Grants Program	Establish an appropriate grant stream, subject to guidance from the Darebin Aboriginal Advisory Committee	A new grant stream was created after consultation with Aboriginal Organisations and Darebin Aboriginal Advisory Committee in 2023. This grant round was launched on March 4 and closes on April 30 2024. <a href="https://www.darebin.vic.gov.au/About-Council/Darebin-grants/Aboriginal-and-Torres-Strait-Islander-Grants">https://www.darebin.vic.gov.au/About-Council/Darebin-grants/Aboriginal-and-Torres-Strait-Islander-Grants</a>		Completed

 Completed
  On Track
  Delayed
  Off Track
  Not Started

1.2: We will develop partnerships with organisations from across our city, to value and include people from multicultural and diverse backgrounds

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-6] Support and promote a significant increase in participation in Darebin's sports clubs, in particular, for Aboriginal and Torres Strait Islander peoples, women, girls, people of all abilities, and multicultural and diverse communities	Support and promote a significant increase in participation in Darebin's sports clubs, in particular, for Aboriginal and Torres Strait Islander peoples, women, girls, people of all abilities, and multicultural and diverse communities	<p>There are currently 2,340 registered participants in 2023-24 annual sports clubs, and an additional 2,491 participants registered for the summer period. Of these summer participants, 1,052 are females, 195 are from First Nations backgrounds, 435 from low socio- economic backgrounds and 1,058 from CALD backgrounds. Winter registrations for clubs are currently open, with 6,843 already registered.</p> <p>Council is supporting a range of events to increase participation by communities at risk of exclusion, including Aboriginal Junior Football and Netball Carnival, Nepalese Cricket, Annual Women's Cricket Carnival conducted by North Metro Cricket Association, Somali Week, Samoan men's and women's Cricket Carnival. A Get Active in Darebin Program promotes events like wheelchair dancing, soccer moms, multicultural footy, Rainbow Gym, Para Badminton, Soccer for women and gender diverse people, chair yoga and Rainbow pickleball.</p>		On Track




 Completed
  On Track
  Delayed
  Off Track
  Not Started





H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-7] Encourage and reward sporting and leisure groups/sporting teams that use Council's recreation spaces, by reducing user fees to those that demonstrate inclusion for Aboriginal and Torres Strait Island peoples, women, girls, people of all abilities, and multicultural and diverse communities	Encourage and reward sporting and leisure groups/sporting teams that use Council's recreation spaces, by reducing user fees to those that demonstrate inclusion for Aboriginal and Torres Strait Island peoples, women, girls, people of all abilities, and multicultural and diverse communities	Formal evaluation of the Council's Performance Subsidy Program has started. Benchmarking with other councils has been completed and all clubs are being surveyed for their feedback at present. Current subsidy program is underway for Summer and Annual clubs.		On Track
	[1-9] Partner with Bowel Cancer Screening, Cancer Council Victoria and local community organisations to increase awareness of bowel cancer and improve community understanding, including for Aboriginal and culturally and linguistically diverse communities, of the benefits of screening, with a particular focus on underrepresented groups undertaking bowel cancer screening	Partner with Bowel Cancer Screening, Cancer Council Victoria and local community organisations to increase awareness of bowel cancer and improve community understanding, including for Aboriginal and culturally and linguistically diverse communities, of the benefits of screening, with a particular focus on underrepresented groups undertaking bowel cancer screening	Council in partnership with Cancer Council delivered key messages to raise awareness of Bowel Cancer in January 2024 via social media.		On Track

 Completed
  On Track
  Delayed
  Off Track
  Not Started

1.3: We will help to build an inclusive and empowered community, where social cohesion and community harmony are fostered


H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-10] Develop the Disability Action Plan to improve access to services and infrastructure for our residents and visitors	Develop an implementation plan for the Disability Action Plan to improve access to services and infrastructure for our residents and visitors	The Disability Action Plan 2023 - 2025 continues to be implemented by teams from across the organisation. This year there is a strong focus on accessible and inclusive communications. Some excellent access and inclusion outcomes have recently been achieved including the accessible programming of the Spring Fuse Festival, the creation of a carers parking permit, and a number of disability events taking place in Darebin Libraries. The delivery of activities for community and staff to celebrate the International Day of People with Disability is progressing well, with the first event to be delivered on March 25 by the High Street Bells Choir, and a second event to be delivered by the Northern Autism Network currently in development.		On Track
	[1-12] Develop and deliver a program to support middle years students (later primary school, and early secondary school-aged) from Darebin schools to connect with each other, and take action on systemic racism issues together, to support student voices	Evaluate the completed pilot program to support middle years students to connect with each other, and take action on systemic racism issues together, to support student voices and provide findings to Department of Education and Training for consideration in any future programs they may choose to run	Feedback from participants has been received from the Council-led inter-racism workshop. A draft report has been finalised and will be presented to the Department of Education and Training for consideration.		On Track

 Completed
  On Track
  Delayed
  Off Track
  Not Started

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-13] Develop a Cultural Diversity Action Plan to improve access, participation and engagement of people from culturally and linguistically diverse backgrounds including:- <ul style="list-style-type: none"> <li>• Access to venues and encourage participation in Council services where participation is low</li> <li>• Work with our sporting and recreation clubs to increase participation</li> <li>• Identify creative opportunities to reflect Darebin's different cultures in the built environment across our city</li> <li>• Work with our local organisations to create an active Community Leader network comprising community leaders from our culturally diverse communities</li> </ul>	Develop a Cultural Diversity Action Plan to improve access, participation and engagement of people from culturally and linguistically diverse backgrounds including:- <ul style="list-style-type: none"> <li>• Access to venues and encourage participation in Council services where participation is low</li> <li>• Work with our sporting and recreation clubs to increase participation</li> <li>• Identify creative opportunities to reflect Darebin's different cultures in the built environment across our city</li> <li>• Work with our local organisations to create an active Community Leader network comprising community leaders from our culturally diverse communities</li> </ul>	In this quarter, the research phase of the Cultural Diversity Action Plan focused on collating service level data and an assessment of options for consideration. This has involved gathering data from multiple sources and internal stakeholder consultation. During the next quarter, work will continue to assess those options, while preparing for conversations with communities of interest through a community engagement plan. In addition, the next workshop to progress plan development with Councillors will be delivered. This work continued to be delayed given the complexity of the work in addition to other unplanned work and service delivery priorities that have arisen during this period.		Off Track



 Completed
  On Track
  Delayed
  Off Track
  Not Started

1.4: We will embrace diversity and ensure everyone is included in our society, and no one is left behind - by combating discrimination, and championing equity, inclusivity and diversity

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-14] Continue to become more LGBTIQ+ inclusive across Council's services and activities including work towards Rainbow Tick accreditation for several services	Continue to become more LGBTIQ+ inclusive across Council's services and activities including work towards Rainbow Tick accreditation for several services	Preparation for Rainbow Tick Accreditation assessment continues and action plans for in-scope teams are progressing. Baseline training continues to be rolled out for staff. Teams continue to work on each of the Rainbow Tick Standards. This work was delayed given the complexity of the work in addition to other unplanned work and service delivery priorities that have arisen during this period.		Delayed
	[1-19] Develop a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of LGBTIQ+ communities and work to combat homophobia, biphobia and transphobia	Develop a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of LGBTIQ+ communities and work to combat homophobia, biphobia and transphobia	An extended phase of community engagement was undertaken between January and the end of March which enabled Council to engage during the Midsumma Festival. Findings from the consultation will inform the Sexuality, Sex and Gender Diversity Action Plan. The draft Sexuality, Sex and Gender Diversity Action Plan will be developed and presented to Council for endorsement in the first quarter of FY2024-25. This work was delayed given the complexity of the work in addition to other unplanned work and service delivery priorities that have arisen during this period.		Delayed




 Completed
  On Track
  Delayed
  Off Track
  Not Started

## 1.5: We will increase social connection to reduce isolation and loneliness, and support positive mental health

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-20] Deliver Age Friendly Darebin and implement aged care reforms	Deliver Age Friendly Darebin and implement aged care reforms	Officers continued to progress work to prepare Council services for aged care reforms. An Age Friendly Darebin (AFD) Project Plan has been developed.		On Track
	[1-22] Review opportunities through Council services, and in partnership with others, to address the digital divide for public housing and high-risk accommodation residents, culturally and linguistically diverse communities and other excluded groups	Review opportunities through Council services, and in partnership with others, to address the digital divide for public housing and high-risk accommodation residents, culturally and linguistically diverse communities and other excluded groups	Weekly drop-in digital support started in Q3 at the East Preston Community Centre. Residents can drop in every Tuesday and receive free one-on-one digital support to discuss their individual digital needs. Community support requests have ranged from searching the internet, setting up email or signing up to social media to chat with friends and family. Planning has started for a six-week digital safety course in Q4. Outreach will continue for public housing residents and CALD community to attend the drop-in support sessions and digital safety course. Both individual digital support and cyber safety can support residents to access information, communicate with friends and family, secure employment and health & wellbeing supports, and understand how to navigate the digital landscape safely and responsibly.		On Track
	[1-23] Provide grants, and deliver and facilitate programs, services, and events that address loneliness, through supporting social connectedness and positive mental health	Provide grants, and deliver and facilitate programs, services, and events that address loneliness, through supporting social connectedness and positive mental health	There were 116 community grants awarded in 2023-24. 102 (87%) focused on activities supporting events that address loneliness through supporting social connectedness and positive mental health. These programs and projects continue to be delivered throughout 2023-24.		Completed

 Completed
  On Track
  Delayed
  Off Track
  Not Started



1.6: We will ensure our festivals, events and functions are inclusive and respond equitably to, and value the diverse needs and aspirations of, our community

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-28] Deliver an annual cultural diversity and social cohesion oration as part of the FUSE festival	Deliver a new annual cultural diversity and social cohesion oration	Planning for the Cultural Diversity Oration is on track. The speaker, George Megalogenis, has been selected for the event to be held on Tuesday 21 May at the Intercultural Centre.		On Track
	[1-29] Deliver a signature cultural event as part of the FUSE festival in and around the grounds of the Bundoora Homestead Art Centre that showcases culturally diverse artists, music, food, participatory workshops and performances.	Deliver a signature cultural event as part of the FUSE festival in and around the grounds of the Bundoora Homestead Art Centre that showcases culturally diverse artists, music, food, participatory workshops and performances	<p>Program has been announced and this event is on track for delivery.</p> <p>We are thrilled to announce the return of FUSE Darebin with an exciting one-day festival event Meet the Makers Picnic. This free and inclusive gathering promises a day packed with music, culinary delights, and community engagement. Families can look forward to an engaging program tailored just for them, featuring fun activities and entertainment for children. Festivalgoers will have an opportunity to participate in the Aboriginal cultural experience with Aunty Brenda Fahey. Attendees are invited to savour a curated selection of food and beverages available on-site or bring their own picnic baskets to enjoy amidst the picturesque setting of the Bundoora Homestead Art Centre. This inclusive and accessible event is designed to bring together individuals from all walks of life to celebrate the vibrant culture and creative spirit of Darebin.</p>		On Track

 Completed
  On Track
  Delayed
  Off Track
  Not Started










1.7: We will continue to be a local government leader in the prevention of violence against women, and gender equity

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-30] Implement and extend our Gender Equality and Preventing Violence Against Women Action Plan, using an intersectional approach	Implement and extend our Gender Equality and Preventing Violence Against Women Action Plan, using an intersectional approach	<p>Council has been successful in obtaining a grant of \$212,500 through the Free From Violence Local Government Grant Program 2024-27. The funding will be used to employ a part-time Cultural Inclusion Primary Prevention Officer over 3 years. The Officer will lead the implementation of the LG Guide for Preventing Family Violence and All Forms of Violence Against Women and deliver a suite of family violence prevention training and resources. Centering the rights of culturally and racially marginalised people will be a key focus of this project.</p> <p>Darebin's Family Violence Network meeting was held in February and a review of the organisation's Family Violence Policy has commenced.</p>		On Track

 Completed
  On Track
  Delayed
  Off Track
  Not Started




## 1.8: We will work towards a discrimination-free, and systemic racism-free Darebin, and reduce the impact of poverty and disadvantage

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-34] Address inequities in the distribution of resources, and ensure the needs of our most vulnerable people are prioritised by implementing our Towards Equality Framework	Address inequities in the distribution of resources, and ensure the needs of our most vulnerable people are prioritised by implementing our Towards Equality Framework	The Towards Equality Framework has continued to be implemented, mostly through the application of the Equity Impact Assessment (EIA), incorporating the legally mandated Gender Impact Assessment (GIA). In this third quarter, three EIAs were undertaken on a range of plans, including Hard Waste Collection, review of Local Laws and Family Violence Policy.		On Track
	[1-35] Work with the Darebin Ethnic Communities Council, our community, and local organisations, to foster respect and address systemic racism	Work with the Darebin Ethnic Communities Council, our community, and local organisations, to foster respect and address systemic racism	This quarter, in partnership with Victoria University, Council has partnered with community groups to deliver a community forum. The community forum is an opportunity for the focus groups to share their findings.		On Track
	[1-36] Continue to implement the Welcoming Cities Standard, with the aim of becoming a 'Mentoring' level Council	Continue to implement the Welcoming Cities Standard, with the aim of becoming a 'Mentoring' level Council	The collection and collation of evidence across the organisation has been finalised in readiness for assessment. The assessment will be conducted in three stages in March and April.		On Track
	[1-38] Mitigate the impacts of climate change on the health and wellbeing of our disadvantaged communities	Through the development and implementation of the Climate Emergency Plan mitigate the impacts of climate change on the health and wellbeing of our disadvantaged communities	Darebin produced a series of heat health leaflets to help people stay safe in extreme heat events. The information was provided in the following languages: English, Arabic, Persian, Hindi, Greek, Mandarin, Italian, Vietnamese, Macedonian and Somali. The leaflets were delivered to community service organisations and neighbourhood houses. There are many actions in the new draft Climate Emergency Plan that support our disadvantaged communities. Following community consultation that will close in early April, the final new Climate Emergency Plan will be complete in June.		On Track




 Completed
  On Track
  Delayed
  Off Track
  Not Started

## 2.0: Prosperous, Liveable and Flourishing




### 2.1: We will deliver equitable and accessible infrastructure to provide opportunities for our community to live well

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-2] Redevelop Reservoir Leisure Centre, incorporating opportunities to enhance health, wellbeing and socioeconomic outcomes	Undertake minor renewal works while commencing scoping for the longer-term options for the redevelopment and rebuilding of the centre to enhance health, wellbeing and socioeconomic outcomes	<p>The roof renewal works are anticipated to be completed by end of March 2024.</p> <p>Following the 1 February 2024 Council Meeting, officers are preparing a report for the March 2024 Council Meeting addressing high-level costing estimates, funding strategy, future fund parameters and steps and processes to build a new Reservoir Leisure Centre (RLC) in coming years as requested by Council. Progress on the scoping study has been delayed due to the complexity of the matter, the need to determine how previous work fits with the new study as well as other unplanned work, and service delivery priorities that have arisen during this period.</p>		Off Track
	[2-3] Invest in the Edwardes Lake Boathouse in Reservoir to support a long-term lease arrangement	Continue to advocate to the descendants of the original owner to remove the restrictive covenants so appropriate renewal works of the boat house can occur	Plans are in development with a view to finding a commercial operator for the Edwardes Lake Park boathouse. An existing restrictive covenant is a barrier for this venue to operate as a hospitality venue or cafe business. A process is underway to have this barrier removed.		Delayed

 Completed
  On Track
  Delayed
  Off Track
  Not Started









H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-6] Expand funded 3-year-old kindergarten	Expand funded 3-year-old kindergarten	Council continued to progress the expansion of funded 3-year-old kindergarten this quarter through a number of projects. This included progressing the Stage 1 expansion of Merri Community Child Care & Kindergarten to the tender stage, progressing planning and design work for expansion at other sites, and reaching agreement with the State Government on a Building Blocks Partnership Agreement for funding of a number of projects in coming years.		On Track
	[2-9] Redevelop KP Hardiman Pavilion in Kingsbury	Continue pavilion design and commence construction	Designs are progressing well. Construction is currently planned to start in the 2024-25 financial year.		On Track
	[2-10] Redevelop the Northcote Aquatic and Recreation Centre	Complete construction of the Northcote Aquatic and Recreation Centre	The redevelopment of the Northcote Aquatic and Recreation Centre is complete for practical purposes. The Centre was officially re-opened in November 2023 and is now fully accessible to the public. Minor defects are being rectified during this current stage with 100% completion to be achieved at the end of the defects period		On Track

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  Delayed
  Off Track
  Not Started

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-11] Develop an Integrated Families, Youth and Children Strategy	Develop an Integrated Families, Youth and Children Strategy	Council held two major engagement events this quarter to inform the development of this strategy. Over 90 representatives from more than 40 organisations across the Families, Youth and Children sector attended a stakeholder summit in February to work on principles and key focus areas for action to improve outcomes for children, young people and families. This was followed by a Youth Round Table in March. Insights from these events, along with the results of the community engagement activities conducted in late 2023, will inform the draft strategy which is scheduled to be presented to Council in May for approval to go to Stage 2 Community Engagement. Following this engagement process it is planned that the strategy will be brought back to Council in August for adoption. This work was slightly delayed given the complexity of the work in addition to other unplanned work and service delivery priorities that have arisen.		Delayed
	[2-13] Plan for the redevelopment of John Hall pavilion and public toilet in Kingsbury	Continue pavilion design and commence construction	The redevelopment of John Hall Reserve Pavilion is on schedule and within adopted budget. Construction tender evaluation has been completed and will be presented to Council at the April 2024 meeting for appointment. Works are scheduled to commence early in the new financial year.		On Track





 Completed
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  Delayed
  Off Track
  Not Started

2.2: We will design and create public spaces where our people feel safe, welcome, and respected, including improving lighting and safety for people walking, wheeling, cycling and driving


H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-15] Improve road safety, and the cycling, walking and wheeling network, by constructing high priority improvements	Improve road safety, and the cycling, walking and wheeling network, by constructing high priority improvements	Detailed designs are nearing completion for constructing four priority road safety projects this year. The projects include a signal crossing at the Miller and Devon Street intersection, a northern Reservoir truck management project, and road safety changes on Davidson Street and Radford Road in Reservoir.		Off Track
	[2-16] Investigate and prioritise road safety, accessibility, cycling, walking and wheeling improvements across Darebin by using a Local Area Placemaking approach - where one third of the city is reviewed, with community involvement, each year	Investigate and prioritise road safety, accessibility, cycling, walking and wheeling improvements across Darebin by using a Local Area Placemaking approach - where one third of the city is reviewed, with community involvement, each year	The second round of community consultation for the Group B study areas of the Your Street, Your Say program will be open until mid-April. Feedback from the community will be used to recommend projects to Council by June 2024.		On Track
	[2-17] Develop and implement a Community Safety Framework	Develop a Community Safety Framework	Community safety mapping report has been finalised and this data is informing the development of the community safety framework. This work was delayed given the complexity of the work in addition to other unplanned work and service delivery priorities that have arisen during this period.		Delayed
	[2-19] With State Government approval, reduce the speed limit in more local streets across our city	With State Government approval, reduce the speed limit in more local streets across our city	Five applications are currently in development for submission to the Department of Transport and Planning (DTP) to reduce the speed limit on local roads in Darebin. An application to extend the existing 40 Km/h in Gilbert Road up to Kendall Street was submitted to DTP in February 2024.		On Track

 Completed
  On Track
  Delayed
  Off Track
  Not Started







H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-21] Develop a Community Infrastructure Plan to inform Council's decision making on the future of our assets, based on service needs across our city for the next 10 years	Continue to develop a Community Infrastructure Plan, including an implementation plan	A high-level assessment of community infrastructure needs over the next 10 years is complete. An audit tool has also been developed to gather information about the use and configuration of existing Council facilities and whether they are fit-for-purpose given projected community needs. Audits of existing Council facilities are continuing, as is the development of a set of principles to guide community infrastructure provision.		On Track
	[2-23] Update flood risk assessments across Darebin, and incorporate them into our Darebin Planning Scheme	Commence work on planning scheme amendment to introduce updated flood levels into Darebin Planning Scheme	Council continues to hold discussions with Melbourne Water and the Department of Transport and Planning about the process for formalising new flood mapping. Background work for the preparation of draft planning provisions has commenced.		On Track
	[2-24] Continue our Traffic Blackspot Design and Construction Program	Continue our Traffic Blackspot Design and Construction Program	Construction is underway for the Belgrave and Ovando Intersection upgrades. This work will be completed by early April. Design is continuing for future Blackspot projects at other sites.		On Track
	[2-27] Actively participate in the Reservoir Revitalisation Board to improve outcomes for the Reservoir community	Actively participate in the Reservoir Revitalisation Board to improve outcomes for the Reservoir community	Grant applications for the next round of funding have been submitted, with evaluation by the Board pending. The project to beautify and improve the Cheddar Road median as well as the tree uplighting in Broadway were completed and acquitted. Officers continue to work on delivering board-funded projects in Reservoir, including activation projects in Q4.		On Track

 Completed
  On Track
  Delayed
  Off Track
  Not Started

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-30] Undertake a review of the General Local law	Undertake a review of the General Local law	Background research and analysis continues. Early engagement with some Council Advisory Committees has been undertaken, and planning for community engagement is underway.		On Track

2.3: We will facilitate more affordable, social and public housing in Darebin, to meet our community's needs

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-31] Enable and facilitate more affordable and social housing across our city	Facilitate more crisis, affordable and social housing across our city through development of the Property Strategy and the Advocacy Strategy	Council already has several sites leased for temporary and/or community housing purposes. Council's Property Strategy (currently in development) and Property Plan will consider opportunities to facilitate more affordable social and public housing within Council's existing property portfolio.		On Track
	[2-32] Partner with the State Government to ensure its social and public housing investment meets our community's needs, and creates liveable, connected communities through appropriate design and construction	Partner with the State Government to ensure its crisis, housing first, social and public housing, and its consideration of private development, meets our community's needs and creates liveable, connected communities through design and construction	As a result of the Victorian Government's Housing Statement, developments that will be assessed via the Development Facilitation Program are required to include a 10% affordable housing contribution. Council will work with the Victorian Government and developers to facilitate the provision of this housing. Council also successfully advocated for the inclusion of a mandatory affordable housing contribution as part of the Preston Market controls introduced by the Minister for Planning. Council is advocating for significant social housing to be achieved through the Preston Central activity centre. A draft of a new housing supply strategy is anticipated to be complete by August 2024.		On Track


 Completed
  On Track
  Delayed
  Off Track
  Not Started

2.4: We will foster local urban streetscapes and activity centres that connect our community, support economic recovery, and encourage people to live, work and play locally

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-33] Review to amend the Parking Permit Policy to: (i) to improve access for people with special needs (ii) to allow owners of single lot dwellings that exist on their own Torrens title, the option to have an additional residential parking permit at the same price as current parking permits (iii) to allow single lot dwellings built after December 2004 that are greater than 300sqm property with three or more bedrooms and that exist on their own Torrens title (even if the property was previously subdivided), to have the same entitlements to parking permits as dwellings built before December 2004 (iv) to ensure that renovations of a property that is still a single lot on its own Torrens title and is greater than 300sqm with three or more bedrooms are still entitled to parking permits	Finalise the new Parking Permit Policy	A new Parking Permit Policy was adopted by Council on 27 November.		Completed
	[2-36] Develop a policy setting the basis for how Council may permit commercial or private Electric Vehicle charging infrastructure on our public streets	Run an Expression of Interest process to identify potential EV charging partners	Preparation work has been undertaken to run an expression of interest process, to identify EV charging partners. This will confirm which providers are interested in setting up community chargers in Darebin. It is expected that the EOI will be advertised by May 2024.		On Track



 Completed
  On Track
  Delayed
  Off Track
  Not Started

2.5: We will invest in services and the built environment to improve access for our residents and visitors

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-39] Create additional accessible car parking spaces in our city	Create additional accessible car parking spaces in our city	One Accessible Car Parking space has been created through the NARC Construction. Design underway for second site in Collins Street Thornbury adjacent to Penders Park. This work will create an additional 2 accessible car parking spaces.		On Track

 Completed
  On Track
  Delayed
  Off Track
  Not Started

2.6: We will support the human rights, housing and wellbeing needs of our people experiencing homelessness

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-40] Deliver programs that support people sleeping rough and experiencing homelessness including Assertive Outreach and advocate for funding for Towards Zero	Advocate for funding to initiate the Towards Zero approach to support people sleeping rough and experiencing homelessness	During the period officers started exploring ways to progress the project in 2024/25 and will be discussing options with Councillors as part of the development of the 2024/25 Council Plan and Budget. This work was delayed given the complexity of the work in addition to other unplanned work and service delivery priorities that have arisen during this period.		Off Track

 Completed
  On Track
  Delayed
  Off Track
  Not Started

2.8: We will advocate to reduce the harm associated with electronic machine gambling, alcohol and tobacco

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-47] Support partner and local community organisations, groups, and clubs, to deliver initiatives that encourage the cessation of vaping and smoking	Support partner and local community organisations, groups, and clubs, to deliver initiatives that encourage the cessation of vaping and smoking	Council is planning to apply for the VicHealth vaping prevention grant to encourage cessation of vaping and smoking among young people. If successful, Council plans to deliver the project in partnership with Your Community Health.		On Track





 Completed
  On Track
  Delayed
  Off Track
  Not Started



2.9: We will leverage investment, partnerships and advocacy to drive Darebin’s growth and sustainability and ensure Darebin is a great place to do business


H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-49] Invest in economic reactivation and recovery initiatives to support existing and new industries, to ensure Darebin's economy is robust and resilient	Invest in economic reactivation and recovery initiatives to support existing and new industries, to ensure Darebin's economy is robust and resilient	<p>The sustainable business initiatives (Light\$mart, Energy\$mart, Solar Saver, Sustainable Leaders Program) continue to support the recovery of Darebin's Business community through investing in energy efficiency, renewable energy and waste avoidance to reduce energy and waste bills. This FY the following upgrades have been supported: six Solar Saver business installs (total of 49kw), five LED Light\$mart upgrades (283 lights) and one Energy\$mart heat pump hot water upgrade. The Energy\$mart program has also been expanded to include efficient split systems. Collectively these upgrades are saving the businesses \$13,400 a year on their electricity bills and 80 tonnes of CO2 emissions. These programs also delivered over \$37,000 of State and Federal rebates and subsidies to the businesses.</p> <p>The Greening our Business tool - cross Council and NAGA (Northern Alliance for Greenhouse Action) project - has commenced preliminary in-house testing.</p>		On Track
	[2-50] Continue to implement our Social and Sustainable Procurement Policy to increase the engagement of Aboriginal-led businesses, and focus on job creation for culturally and linguistically diverse peoples, and young people	Host supplier forums, connecting with Aboriginal-led businesses in the Darebin community at least every two months to provide tailored information regarding upcoming procurement	Kinaway and Dardi Munwurro groups have been involved in recent tender activities such as hard waste collection, with a view to include opportunities in supply arrangements. The operations centre has recently engaged Dardi staff to carry out minor works across the facility.		On Track

 Completed
  On Track
  Delayed
  Off Track
  Not Started

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-51] Build partnerships across all levels of government and the private sector, to attract new industries and investment into Darebin, to support its future growth	Build partnerships across government and the private sector, to attract new industries and investment into Darebin, to support its future growth	Participation is continuing in the development of an application for significant funding to bolster investment attraction in the La Trobe university/ Northland/ West Heidelberg region in partnership with Banyule Council, La Trobe Uni and Northlink.		On Track
	[2-52] Undertake consultation with industry and other key stakeholders to help inform the future development of an Economic Development Strategy and interest in partnering with Council on ways industry and business can connect, network and influence for the benefit of the Darebin community	Undertake consultation with industry and other key stakeholders to help inform the future development of an Economic Development Strategy and interest in partnering with Council on ways industry and business can connect, network and influence for the benefit of the Darebin community	The Economic Summit series was delivered successfully during October and November. Over 240 people, representing 14 different business sectors within the Darebin business community, participated in six Round Table engagement forums and one large-scale Economic Summit conference event. High level statistics include: 6 Round Tables, 1 Summit conference, 7 Darebin venues, 793 individual comments gathered, 1108 votes cast and multiple new partnerships established between business community members. This valuable feedback pool provides a robust engagement knowledge-base to underpin Economic Strategy development.		Completed
	[2-53] Catalyse new jobs at scale in Darebin with businesses, new industry attraction and our partners - including Jobs Victoria Advocates - focusing on jobseekers facing multiple employment barriers including culturally and linguistically diverse peoples, young people, women, and Aboriginal and Torres Strait Islander peoples	Catalyse new jobs in Darebin with businesses, new industry attraction and our partners - including Jobs Victoria Advocates - focusing on jobseekers facing multiple employment barriers including culturally and linguistically diverse peoples, young people, women, and Aboriginal and Torres Strait Islander peoples	Activities have included ongoing chairing, fostering and building networks, including the First Nations employment network. A meeting was held on Feb 27 focusing on mental health initiatives and cultural strengthening activities in major public companies. A workshop is planned for late March 2024 to build capacity for employers engaged in the visitor economy to make their workplaces more accessible.		On Track



 Completed
  On Track
  Delayed
  Off Track
  Not Started

2.10: We will ensure major changes in our city achieve significant improvements in our City

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-62] Protect Preston Market, including advocating Council's position to the State Government during its planning consultation process, and working with our community to advocate for the strongest possible planning controls and Protections	Continue efforts to protect the Preston Market through participating in the strategic and statutory planning processes and supporting traders through existing programs	Council welcomed the news that Preston Market traders will have their leases extended for five years from January 2024, providing much needed security. This news comes after over five years of advocacy that Council is proud to have been a part of alongside our passionate community. This included working alongside community groups to gather over 30,000 petition signatures and writing on multiple occasions to the Minister for Planning, calling for the protection of the Preston Market, and advocating strongly to the Standing Advisory Committee for stronger planning controls. This advocacy culminated in approval by the Minister for Planning of Amendment C182dare in August 2023.		Completed

 Completed
  On Track
  Delayed
  Off Track
  Not Started







## 2.11: We will improve the sustainability, accessibility, and design of development on private land in our city

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-65] Complete major planning reform work to: <ul style="list-style-type: none"> <li>• Introduce an open space levy to fund open spaces in our city</li> <li>• Introduce a Developer Contributions Scheme to help fund infrastructure for our growing population</li> <li>• Establish Heidelberg Road Corridor controls</li> <li>• Establish Thornbury Park Heritage Estate controls</li> </ul>	Progress a planning scheme amendment to deliver an interim 5% Open Space Levy	Following the authorisation of Amendment C210dare by the Minister for Planning on 12 January, exhibition of the amendment commenced on 22 February for a period of one month. The amendment proposes to enable up to 5% open space contributions from subdivisions, in place of the existing sliding scale which limits contributions to 2, 3 or 4% for subdivisions creating less than 5 additional lots.		On Track
	[2-66] Complete our Central Preston Structure Plan	Complete our Central Preston Structure Plan	<p>Council adopted the draft Preston Structure Plan and Activity Centre Zone schedules at its meeting on 18 December 2023, and have requested that the Minister for Planning authorise the preparation and exhibition of Amendment C218dare to the Darebin Planning Scheme. Council also endorsed that the CEO negotiate and enter into a Memorandum of Understanding with the Department of Transport and Planning to progress planning for Preston Central and Preston South.</p> <p>In line with the Victorian Government's Housing Statement, planning for the Preston Central Activity Centre is now the responsibility of the Department of Transport and Planning. Council is continuing to liaise and support the State Government's project team.</p>		On Track

 Completed
  On Track
  Delayed
  Off Track
  Not Started


## 3.0: Climate, Green and Sustainable

3.1: We will adapt to climate change and build the resilience of our community, infrastructure and the built environment, with a focus on our vulnerable communities at risk of fuel poverty, and flooding

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-1] Through our Solar Saver 4-year program, support solar installation and energy efficiency retrofits for our vulnerable households, including public and social housing, and renters	Install up to 150 systems and undertake a service review to inform future directions	74 Special Charge solar systems have been approved with 58 further customers sent to the installer for quotes. Marketing continues to increase installations. There have been 72 solar systems installed through Council's Bulk Buy contract. The service review is progressing.		On Track
	[3-2] Review our Climate Emergency Plan, including in- depth engagement with our community	Finalise the Climate Emergency Plan and consider the options for future actions that accelerate progress toward net zero, including options for reducing household and business reliance on gas and options for the future of the solar saver program	Council endorsed the draft Climate Emergency Plan, and the second round of community consultation was delivered over early March and April. The Plan will be finalised by the end of June 2024.		On Track
	[3-3] Support our community members experiencing fuel poverty, to prevent heating and freezing	Incorporate fuel poverty into the development and implementation of the new Climate Emergency Plan	Fuel poverty is considered in the draft Climate Emergency Plan. The Plan will be finalised by June 2024.		On Track

 Completed
  On Track
  Delayed
  Off Track
  Not Started


3.2: Aim to achieve 12% canopy cover on Council owned and managed land by 2025, prioritising catchment biodiversity and shopping areas

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-8] Acquire land to create new parks	Finalise the acquisition of the three parcels of land at Clements Reserve	Council has endorsed a resolution to proceed with the purchase of three parcels of land at Clements Reserve. However, progress has been delayed due to a recent Environmental Action Notice issued by the Environmental Protection Authority (EPA) to the Department of Transport and Planning (DTP) on a major parcel of land to be acquired by Council.		Delayed

 Completed
  On Track
  Delayed
  Off Track
  Not Started





3.3: We will drive significant improvements in water quality and biodiversity across Darebin, designating Edwardes Lake as a flagship project to demonstrate water recreation (in the long term)

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-11] Establish and adequately resource the Edwardes Lake Taskforce to significantly improve the water quality and amenity of Edwardes Lake in Reservoir	Continue to monitor the health of the lake and invest in activities that improve water quality (as recommended by the taskforce)	Monthly water monitoring has been completed for January and February, with additional weekly algal observations being made over the summer months. A clean-up Australia Day event was run over the first weekend of March, with litter analysed and data collected on rubbish collected.		On Track

 Completed
  On Track
  Delayed
  Off Track
  Not Started

3.5: We will reduce waste and stimulate a local circular economy, where waste resources are re-used rather than discarded

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-16] Develop a plan to respond to new State Government requirements for contaminated land	Finalise and implement the Contaminated Land Framework	The Contaminated Land Management Framework project is progressing. The project is likely to be completed later in 2024.		On Track
	[3-18] Undertake waste reform and take action towards establishing a circular economy	Undertake community engagement to inform future kerbside waste services for residents	Community consultation about future kerbside waste services was completed between 7 August and 11 September 2023.		Completed

 Completed
  On Track
  Delayed
  Off Track
  Not Started









## 4.0: Responsible, Transparent and Responsive

### 4.1: We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future


H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-2] Develop and implement an Advocacy Framework and four year Advocacy Plan, informed by our Council Plan priorities, aimed at influencing public policy change and attracting support and funding for our priorities including: <ul style="list-style-type: none"> <li>Investment in early intervention and tertiary mental health services</li> <li>Dedicated sexual and reproductive health service in the Northern region</li> <li>Key transport priorities</li> <li>Increased funding for road safety infrastructure, driver behaviour and law enforcement</li> <li>Towards Zero approach to address homelessness</li> <li>Local Economic Development priorities</li> <li>Protection of Strathallan as public land</li> <li>Community and business use of energy efficiency initiatives</li> <li>Higher and mandatory Environmentally Sensitive Design (ESD) standards in building and planning controls</li> </ul>	Develop and implement an annual statement of advocacy priorities including: <ul style="list-style-type: none"> <li>Investment in early intervention and tertiary mental health services</li> <li>Dedicated sexual and reproductive health service in the Northern region</li> <li>Key transport priorities</li> <li>Increased funding for road safety infrastructure, driver behaviour and law enforcement</li> <li>Towards Zero approach to address homelessness</li> <li>Local Economic Development priorities</li> <li>Protection of Strathallan as public land</li> <li>Community and business use of energy efficiency initiatives</li> <li>Higher and mandatory Environmentally Sensitive Design (ESD) standards in building and planning controls</li> </ul>	A first draft of advocacy priorities was completed and feedback has been received. Consultation across the various Council business units, such as Transport, Sports, Climate and Environment, City Futures and Economic Development, has been completed.		Delayed
	[4-4] Review our 10 year Financial Plan to ensure a level of revenue and expenditure that maintains a balance between service delivery, asset maintenance and renewal, and provides a strong, sustainable base for the future	Implement the action plan provided to the Minister for Local Government in response to the Monitor's Report	Actions contained in the Good Governance Action Plan have been completed.		Completed

 Completed
  On Track
  Delayed
  Off Track
  Not Started

#### 4.2: We will ensure our assets are optimised for the benefit of our community




H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-5] Review our Asset Portfolio, to ensure maximum benefit for our community is being realised, including the occupancy of unused and under-utilised Council buildings	Establish a Lease and Licensing Policy, with consideration to the inputs provided through deliberative engagement to inform the Council Plan.	Council has been consulting on a draft leasing and licensing policy and will consider community feedback and its next steps at a Council meeting between April and June 2024.		On Track
		Establish the Property Strategy	A report is being prepared by officers for executive management review in April for confirmation of the scope. A procurement plan to be drafted following scope determination.		On Track
	[4-6] Explore opportunities for Council owned and managed land (including airspace) to be used as temporary housing for people at risk or who are experiencing homelessness	Incorporate the consideration of temporary housing opportunities for people at risk or who are experiencing homelessness into the development of the Property Strategy for Council owned land	Council already has several sites leased for temporary and/or community housing purposes. Council's Property Strategy (currently in development) and Property Plan (to be developed) will incorporate opportunities to facilitate more affordable social and public housing within Council's existing property portfolio.		On Track
	[4-8] Improve delivery of our services to our community by developing an Asset Management Plan for Open Space, establishing a level of service for each class of our assets, and collecting data on our drainage assets	Undertake drainage asset condition inspections to support the early detection of damage and deterioration and to inform the Drainage Asset Management Plan	Request For Quotations (RFQ) were sent out in March. The RFQ plan is ready and awaiting approval from senior management.		On Track
		Complete the review of the Drainage Asset Management Plan	Drafting of the drainage asset management plan has started.		On Track
		Complete the review of the ICT Asset Management Plan	The Information and Communications Technology (ICT) asset management plan has been deferred to next year due to budget constraints.		Deferred
		Complete the establishment of the Arts and Cultural Collection Asset Management Plan	The Arts and Cultural Collection asset management plan has been completed and will be presented to senior management for approval soon.		On Track

 Completed
  On Track
  Delayed
  Off Track
  Not Started





H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Complete the review of the Plant and Fleet Asset Management Plan	The first draft of the Plant and Fleet asset management plan (AMP) will be available for council review by the end of March.		On Track

 Completed
  On Track
  Delayed
  Off Track
  Not Started

4.3: We will transform our services and service delivery models to ensure they meet the current, emerging and future needs of our community




H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-10] Transform our models of service delivery through the development of service profiles and conduct service reviews, to improve and ensure accessibility, inclusivity for under-represented groups and consistency of our customer experience	Transform our models of service delivery through the development of service profiles and conduct service reviews, to improve and ensure accessibility, inclusivity for under-represented groups and consistency of our customer experience	Council have filled all positions to undertake the work in the review program. The program for 23/24 includes 4 major reviews and a raft of smaller process review activities. Outcomes from the reviews include improved transparency, speed and access to permit related processes and lower risk to community and business. Activities have commenced to prioritise for the major reviews in 24/25 based on improved customer outcomes and enhanced user experiences.		On Track
	[4-12] Develop and implement a new 4 year Organisational Strategy to deliver on Council Plan Strategic Direction 4 and other organisational improvement priorities in an integrated and efficient way	Through the development of an Organisational Strategy the following will be integrated: <ul style="list-style-type: none"> <li>• Customer Service, Technology and Innovation</li> <li>• Engagement, Governance and Risk</li> <li>• Long Term Financial Sustainability, Asset Management and Project Delivery</li> <li>• Leadership, People and Culture</li> </ul>	The Organisational Strategy has been developed and launched across the organisation. Key initiatives have commenced to improve customer experience.		On Track
	[4-13] Establish a long-term investment in IT systems to improve our customer experience, enable our people and deliver effective governance, compliance, improved data and cyber risk management	Progress Council approval of this investment in 2023-24.	Work is on track to present a report to Council at the 25 March 2024 council meeting, seeking endorsement and adoption of Council's Information and Communications Technology (ICT) and Digital Strategy including the investment in ERP.		On Track

 Completed
  On Track
  Delayed
  Off Track
  Not Started

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Integrate this work with our Customer Experience strategy and our People and Culture Plan	An Information and Communications Technology (ICT) and Digital strategy and a People Strategy have been developed with extensive engagement and consultation across all departments, including the Customer Experience area. This strategy is scheduled for endorsement and adoption at the 25 March 2024 Council meeting.		On Track
		Develop detailed business requirements for systems replacement and test the open market for available options	This project will commence after the Enterprise Resource Planning (ERP) benefit realisation plan is completed and the business case is approved. Commencement will be planned after the council adoption of ICT and Digital strategy including the ERP investment.		Not Started
		Develop a detailed Benefits Realisation Plan	Work is underway in developing a detailed Benefits Realisation Plan.		On Track
		Develop and incorporate a Governance Platform and standards into the overall ICT Governance Framework and Architecture	Work has commenced and is now in progress. The draft is scheduled for completion by May 2024.		On Track

 Completed
  On Track
  Delayed
  Off Track
  Not Started

#### 4.4: We will improve the effective governance and public accountability of Council

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-14] Improve effective governance and accountability of Council	Deliver a professional development program for Councillors and continue to promote external professional development opportunities available to Councillors	Professional development continues to be provided through the Good Governance Action Plan. Some Councillors are either enrolled in or have completed a Company Directors course. Professional development will continue to be offered to all councillors.		On Track
		Provide regular reporting to Council to improve transparency on matters including: the status of Council resolutions, the number of Notices of Motion, training undertaken by Councillors, the number of complaints received - customer complaints and complaints about Councillors, matters referred to or received from integrity agencies and the cost of Councillor Conduct matters.	All reports referred to are in place and are reported as required.		On Track
		Promote the 2024 Council election to raise awareness for potential Councillor candidates across the municipality	The 2024 Election Project Plan is progressing and information will be published for candidates in due course.		On Track

 Completed
  On Track
  Delayed
  Off Track
  Not Started



# CAPITAL WORKS

Project by Asset Class	Delivery Due Date	Status	Project Status Comments
<b>Buildings</b>			
John Hall Pavilion Design	Multi-year Project	●	The John Hall Pavilion project is progressing well. Designs have been completed and a recommendation to appoint a contractor will be presented to Council at the April council meeting. Works are expected to start in July 2024.
Northcote Aquatic and Recreation Centre	30-Sep-23	●	Project is completed.
Workplace office accommodation	30-Jun-24	●	A recent staff survey has been completed to identify areas of highest priority. These results are being analysed and will form the basis for the minor works that are undertaken in the coming months to support improved office accommodation.
DRRC asset renewal	30-Jun-24	●	Project site has been identified and initial discussions and finalisation of design documentation expected to be completed in Q3. Construction works to commence in Q4.
Funded Three-Year-Old Kindergarten	30-Jun-24	●	Scope finalisation is currently underway for JS Grety Kindergarten. Design documentation will commence shortly. Raleigh Street Kindergarten & Merri Community Childcare and Kindergarten designs are underway - Works expected to commence in June 2024.
Building Renewal Program	30-Jun-24	●	A number of projects sit within the Building Renewal Program. A variety of these have already been completed, including: Northcote and Bundoora Golf Shop Air Conditioning improvements, Security System upgrades at Northcote Town Hall, Blake Street Kindergarten, JS Grey Family centre & Northcote Senior Citizens Centre, Removal of gas appliances at Perry St Childcare and Alfred Nuttall Kindergarten, Electricity supply upgrades at TW Blake Pavilion and Roof repairs at Reservoir Leisure Center. There are a number of remaining projects within this program that are on track to be completed by June 2024.
<b>Drainage</b>			
Drainage System Renewal and Upgrade Program including WSUD and Reactive Works and stormwater pipe relining	30-Jun-24	●	The Massey Avenue Drainage upgrade works have been awarded with construction to commence in Q4. The Stormwater Pipe re-lining program is progressing well with a large number of pipe cleaning and unblocking already underway.
Sportsground Sub-Surface Drainage	30-Jun-24	●	This project was merged with the WH Robinson Oval Renewal Project to deliver better outcomes for the overall use and functionality of the reserve - Including irrigation upgrades and improved sub-surface drainage.
Pit lid renewal program	30-Jun-24	●	The Pit Lid Renewal Program is progressing well, with a substantial number of damaged pit lids repaired in the third quarter (Approx. 70% completed).
<b>Footpaths &amp; Cycleways</b>			
Footpath Renewal Program	30-Jun-24	●	Prioritising of footpaths is based on proactive and reactive inspections. Approximately 9512 sq m of footpath has been reconstructed so far, this financial year.

● Completed   
 ● On Track   
 ● At Risk   
 ● On hold/deferred   
 Discontinued

# CAPITAL WORKS

Project by Asset Class	Delivery Due Date	Status	Project Status Comments
<b>Footpaths &amp; Cycleways</b>			
Transport Safety Projects Design	30-Jun-24	●	Transport safety project designs continue. There are multiple locations being designed, including the safety changes at the Broadhurst Avenue / Banbury Road / Massey Avenue intersection.
Transport Safety Projects Construct	30-Jun-24	●	Design documentation is underway for a number of locations. Stakeholder feedback is being sought prior to finalisation of designs. Contractors are expected to be appointed in the coming month with all works commencing in Q4.
<b>Computers &amp; Telecommunications</b>			
IT Improvement Program	30-Jun-24	●	All planned projects under IT improvement Program are on track.
IT Infrastructure Upgrade Program	30-Jun-24	●	All projects within the program are on track except hardware replacement program (related to laptops and Network Switches). There is a risk of not being able to deliver the hardware replacement program within this financial year.
<b>Land</b>			
Land Acquisition to Create New Parks	30-Jun-24	●	Project is on hold. Council has endorsed a resolution to proceed with the purchase of three parcels of land at Clements Reserve. However, progress has been delayed due to a recent Environmental Action Notice issued by the Environmental Protection Authority (EPA) to the Department of Transport and Planning (DTP) on a major parcel of land to be acquired by Council.
Contaminated Land Remediation	30-Jun-24	●	Multiple projects are being delivered under this program including new pump and monitoring system at All Nations Parks and improvements to the leachate treatment system at Darebin Parklands.
Irrigation Upgrades and Renewals Program	30-Jun-24	●	Project is progressing as planned with a slight delay due to program adjustments. Project will still be delivery by end of FY, with May being the current target.
Oval and Sportsground Renewal and Upgrade Program	30-Mar-24	●	Sportsground renewal works are progressing well at WH Robinson Reserve. Construction commenced in February 2024 with all works (including irrigation upgrades) to be completed by the end of May 2024.
Synthetic Cricket Wicket Installation	30-Nov-23	●	Project is completed.
<b>Libraries</b>			
Library Collections	30-Jun-24	●	Project to purchase library collections is on track.
<b>Parks, Open Space &amp; Streetscapes</b>			
John Cain Memorial Park and Preston City Oval Lighting Design	30-Jun-24	●	Design documentation is currently being finalised for the two project sites.

● Completed   
 ● On Track   
 ● At Risk   
 ● On hold/deferred   
 Discontinued

# CAPITAL WORKS

Project by Asset Class	Delivery Due Date	Status	Project Status Comments
<b>Parks, Open Space &amp; Streetscapes</b>			
Preston City Oval Cricket Nets	30-Jun-24	●	Project is completed.
Park Asset Renewal Program including drinking fountains and swing at Susan Walsh	01-May-24	●	A comprehensive list of sites and assets gaps have been identified with staged installation already occurring.
Street lighting safety renewal program -High St Preston and Gillies St car park	30-Jun-24	●	Construction works for this project have been completed. Ongoing monitoring of the lights is currently underway.
Street Furniture and Equipment Renewal Program	24-May-24	●	Project is on track to be completed by end of financial year.
McDonnell Precinct Upgrades	30-Sep-24	●	Two new coaches' boxes built in accordance with AFL guidelines have been completed at McDonnell Reserve. Stage 2 includes forecourt improvements and a Book-A-Court system to support the Northcote Tennis User Group. Designs have been completed and consultation is underway with key stakeholders. Construction is expected to commence in Q4.
Street Lighting BT Connor surrounding - Scope	30-Jun-24	●	A scoping report covering engagement findings and indicative costs is being finalised.
Play Space Renewal Program	30-Jun-24	●	The provision of Softfall mulch to playgrounds and childcare centers for the third quarter has been successfully completed.
Open Space Improvements Program	30-Jun-24	●	Works are progressing and projects within the program will be completed on time.
<b>Plant, Machinery and Equipment</b>			
Replacement of Mobile Garbage, Green Waste and Recycling Bins	30-Jun-24	●	Project is progressing well and will be completed before end of the financial year.
Vehicular Plant Replacement - Heavy Vehicle	30-Jun-24	●	Project is on track to be completed by end of the financial year.
Vehicular Plant Replacement - Light Vehicle	30-Jun-24	●	Project is on track to be completed by end of the financial year.
Youth Services Asset Renewal Program	30-Jun-24	●	Project is on track.
Art Collection Acquisitions - Bundoora Homestead Art Centre	31-May-24	●	Research into suitable artworks for acquisition is ongoing.

● Completed   
 ● On Track   
 ● At Risk   
 ● On hold/deferred   
 Discontinued

# CAPITAL WORKS

Project by Asset Class	Delivery Due Date	Status	Project Status Comments
<b>Plant, Machinery and Equipment</b>			
Reservoir Leisure Centre Gym Equipment and Group Exercise Equipment	30-Jun-24	●	Project to purchase gym and group exercise equipment is on track.
Darebin Furniture Purchases including libraries	30-Jun-24	●	Additional stakeholder consultation has been completed and final product selection underway to progress sourcing of quotes. Installation is expected in May/June 2024.
Arts Venues Asset and Equipment Renewal	30-Jun-24	●	Priority renewal projects continue to be progressed under the program.
Direction signage to country of origin	30-Jun-24	●	Project has been delayed. Consultation with key stakeholders has recommenced after 2-months delay.
Migration Monument - Scope	30-Jun-24	●	Project is on track. Expression of Interest is currently open.
<b>Recreation, Leisure &amp; Community Facilities</b>			
Reservoir Leisure Centre	30-Jun-24	●	Roof repair works have commenced and are progressing well. These are focused on the area directly above the Spin Class exercise room. Construction is expected to be completed mid-April 2024.
<b>Roads</b>			
Kerb and Channel Renewal Program	30-Jun-24	●	Contract has been awarded and construction has commenced. Approximately 80% of identified kerb and channel works have been completed. The remaining 20% is expected to be completed by May 2024.
Road Resurfacing Program	30-Jun-24	●	Contract has been awarded and construction has commenced. 80% of identified streets have been re-sealed, with the remaining 20% to be awarded as a separate package of works utilising green and recycled content. These works are expected to be completed by June 2024.
Asset Management Road Survey		●	Project is funded via Operational budget and therefore discontinued from Capital Works Portfolio
Road Rehabilitation Design	30-Jun-24	●	Contract has been awarded. All road rehabilitation design works have been completed for 23/24. The projects are now shovel ready for future Capital Works budget considerations.

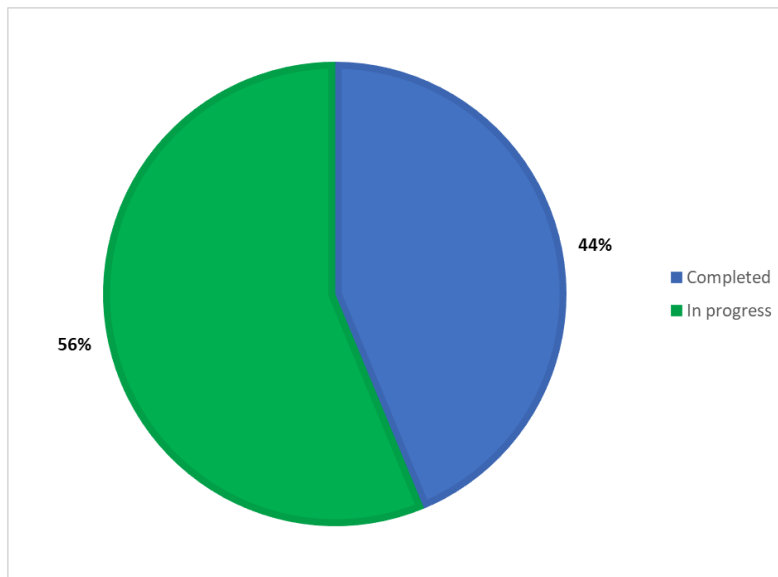
● Completed    
 ● On Track    
 ● At Risk    
 ● On hold/deferred    
 Discontinued

## Council Resolution update

There were 48 resolutions in the third quarter of the 2023-24 financial year. 11 of these were adopted as per the Officer Recommendation and 10 were adopted by Council with an alternate resolution. This includes 21 Notices of Motion, 3 Petitions, 2 Notices of Recission and 1 Urgent Business items.

Of the 48 Resolutions, 5 items were referred to Budget and 16 requested a further report or briefing.

In the third quarter of the 2023-24 financial year, 48 actions arising from resolutions were made through Council meetings, 21 have been completed and 27 resolutions are in progress.



Due to the complexity of some of the resolutions, they may span multiple years and can be superseded or updated as the initiatives progress.

The current status of actions arising from Council resolutions in Q1, Q2 and Q3 is shown in the table below:

2023-24	In Progress	Completed	Total
Q1 (July – Sept 2023)	22	10	32
Q2 (Oct – Dec 2023)	30	15	45
Q3 (Jan-Dec 2024)	27	21	48
<b>Total YTD</b>	<b>79</b>	<b>46</b>	<b>125</b>

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