

# YOUR 2021- 2025 Council Plan

Revised May 2023



**Incorporating the Darebin Municipal Public Health and Wellbeing Plan and Darebin 2041 Community Vision**

هذه هي خطة مجلس داربين لـ 2021-2025. وتحدد الاتجاه والإجراءات ذات الأولوية التي سيتخذها المجلس خلال السنوات الأربع القادمة.

خطة المجلس هذه هي الخطوة الأولى نحو خلق رؤية مجتمعنا لداربين التي يريد تحقيقها بحلول عام 2041.

تتضمن خطة المجلس هذه خطة البلدية للصحة والرفاهية، والتي تحدد الإجراءات لتمكين السكان من فرصة تحسين صحتهم ورفاهيتهم.

لمزيد من المعلومات، يرجى الاتصال بخط الهاتف متعدد اللغات 8470 8470 (03) لإيصالك بمساعد لغوي أو مترجم فوري.

### Chinese Simplified

这是戴瑞宾市议会的《2021-2025年计划》，其中确立了市议会未来四年的工作方针及将要采取的优先行动。

这个市议会计划是为实现我们的社区愿景迈出的第一步，我们的社区愿景是指社区想要戴瑞宾市在2041年前建设成什么模样。

在这个市议会规划中，还包括了《戴瑞宾市身心健康计划》，其中载明了为使居民有机会改善身心健康而需要采取的行动。

查询详情，请致电我们的多语种电话专线（03）8470 8470接通语言协助人员或传译员。

### Greek

Αυτό είναι το Σχέδιο του Δήμου Darebin 2021-2025. Καθορίζει τις κατευθύνσεις και τις δράσεις προτεραιότητας που θα λάβει ο Δήμος τα επόμενα τέσσερα χρόνια.

Αυτό το Σχέδιο του Δήμου είναι το πρώτο βήμα προς τη δημιουργία του οράματος της κοινότητάς μας για το Darebin που θέλει να επιτευχθεί μέχρι το έτος 2041.

Σ' αυτό το Σχέδιο του Δήμου περιλαμβάνεται το Σχέδιο Υγείας και Ευεξίας του Δήμου, το οποίο θέτει δράσεις που θα επιτρέψουν στους κατοίκους την ευκαιρία να βελτιώσουν την υγεία και την ευεξία τους.

Για περισσότερες πληροφορίες, επικοινωνήστε με την Πολυγλωσσική Τηλεφωνική Γραμμή μας στο (03) 8470 8470 για να συνδεθείτε με ένα Βοηθό Γλωσσών ή μ' ένα διερμηνέα.

### Hindi

यह डारेबिन काउंसिल योजना 2021-2025 है। यह तय करती है कि अगले चार सालों में काउंसिल की दिशा क्या होगी और वह किन कार्यों को प्राथमिकता देगी।

यह काउंसिल योजना वर्ष 2041 तक हम डारेबिन को कैसा बनाना चाहते हैं इस बारे में हमारे समुदाय के दृष्टिकोण की दिशा में पहला कदम है

इस काउंसिल योजना में नगरपालिका स्वास्थ्य और कल्याण योजना शामिल है, जो निवासियों को अपने स्वास्थ्य और कल्याण में सुधार करने का अवसर प्रदान करने के लिए किए जाने वाले कार्यों को निर्धारित करती है।

अधिक जानकारी के लिए, कृपया एक भाषा सहयोगी (Language Aide) या एक दुभाषिया से जुड़ने के लिए हमारी बहुभाषी टेलीफोन लाइन (03) 8470 8470 पर संपर्क करें।

## Italian

Questo è il Piano Comunale di Darebin per il 2021-2025, che stabilisce la direzione e gli interventi prioritari che il Comune intraprenderà nei prossimi quattro anni.

Questo Piano Comunale rappresenta il primo passo verso la creazione della visione che la nostra comunità vuole vedere realizzata per Darebin entro l'anno 2041.

Incluso in questo Piano Comunale è il Piano Municipale per la salute e il benessere, che definisce gli interventi necessari per dare ai residenti l'opportunità di migliorare la propria salute e il proprio benessere.

Per ulteriori informazioni, si prega di contattare la nostra linea telefonica multilingue al numero (03) 8470 8470 per essere collegati a un assistente linguistico o un interprete.

## Macedonian

Ова е Планот на општина Даребин 2021-2025 година. Ги поставува насоките и приоритетните активности што Општината ќе ги преземе во следните четири години.

Овој план на општината е првиот чекор кон креирање на визијата на нашата заедница што сака да биде Даребин до 2041 година.

Во овој план на општината вклучен е Општинскиот план за здравје и благосостојба, кој поставува активности за да им се овозможи на жителите можност да го подобрат своето здравје и благосостојба.

За повеќе информации, контактирајте ја нашата повеќејазична телефонска линија на (03) 8470 8470 за да бидете поврзани со лице помошник за јазик или преведувач.

## Nepali

यो डारेबिन काउन्सिल योजना (Darebin Council Plan) २०२१-२०२५ हो। यसमा आगामी चार बर्षमा काउन्सिलले लिने दिशा र कार्यहरूको प्राथमिकता निर्धारण गरेको छ।

यो काउन्सिल योजना हाम्रो डारेबिनलाई सन् २०४१ सम्म कस्तो बनाउने भन्ने समुदायको मागदर्शन निर्माण गर्ने पहिलो कदम हो।

यस काउन्सिल योजनामा नगरपालिका स्वास्थ्य र आरोग्य योजना समावेश छ जसले यहाँका बासिन्दाहरूलाई उनीहरूको स्वास्थ्य र स्वस्थता सुधार्ने अवसर उपलब्ध गराउने पार्न कार्यहरू तय गरेको छ।

थप जानकारीको लागि, हाम्रो बहुभाषी टेलिफोन लाइन (03) 8470 8470 मा फोन गर्नुहोस् र भाषा सहयोगी वा दोभाषेको मद्दत लिएर कुरा गर्नुहोस्।

## Punjabi

ਇਹ ਡੈਰੇਬਿਨ ਕੌਂਸਲ ਯੋਜਨਾ 2021-2025 ਹੈ। ਇਹ ਅਗਲੇ ਚਾਰ ਸਾਲਾਂ ਵਿੱਚ ਕੌਂਸਲ ਵੱਲੋਂ ਲਈ ਜਾਣ ਵਾਲੀ ਸੇਧ ਅਤੇ ਤਰਜੀਹੀ ਕਾਰਵਾਈਆਂ ਨਿਰਧਾਰਤ ਕਰਦੀ ਹੈ।

ਇਹ ਕੌਂਸਲ ਯੋਜਨਾ ਡੈਰੇਬਿਨ ਲਈ ਸਾਡੇ ਭਾਈਚਾਰੇ ਦੇ ਦ੍ਰਿਸ਼ਟੀਕੋਣ ਨੂੰ ਬਣਾਉਣ ਵੱਲ ਪਹਿਲਾ ਕਦਮ ਹੈ ਜੋ ਇਹ ਸਾਲ 2041 ਤੱਕ ਹੋਣਾ ਚਾਹੀਦਾ ਹੈ।

ਕੌਂਸਲ ਦੀ ਇਸ ਯੋਜਨਾ ਵਿੱਚ ਨਗਰ ਨਿਗਮ ਸਿਹਤ ਅਤੇ ਭਲਾਈ ਯੋਜਨਾ ਸ਼ਾਮਲ ਹੈ, ਜੋ ਵਸਨੀਕਾਂ ਨੂੰ ਆਪਣੀ ਸਿਹਤ ਅਤੇ ਭਲਾਈ ਵਿੱਚ ਸੁਧਾਰ ਕਰਨ ਦੇ ਮੌਕੇ ਨੂੰ ਸਮਰੱਥ ਬਣਾਉਣ ਲਈ ਕਾਰਵਾਈਆਂ ਨਿਰਧਾਰਤ ਕਰਦੀ ਹੈ।

ਵਧੇਰੇ ਜਾਣਕਾਰੀ ਵਾਸਤੇ, ਕਿਰਪਾ ਕਰਕੇ ਭਾਸ਼ਾ ਸਹਾਇਕ ਜਾਂ ਦੁਭਾਸ਼ੀਏ ਨਾਲ ਜੁੜਣ ਲਈ ਸਾਡੀ ਬਹੁਭਾਸ਼ਾਈ ਟੈਲੀਫੋਨ ਲਾਈਨ (03) 8470 8470 ਨਾਲ ਸੰਪਰਕ ਕਰੋ।

## Somali

Tani waa Qorshaha Golaha Darebin ee 2021-2025. Waxay dejisaa tilmaamaha iyo ficilada mudnaanta Golaha waxay qaadan doontaa afarta sanno ee ku xigta.

Qorshahan Golaha waa talaabadii koowaad ee loo qaadayo abuurida aragtida bulshadeena ee Darebin oo ay dooneyso inay noqoto sannadka 2041.

Oo ay ku jirto Qorshaha Golaha waa Qorshaha Fiyooabaanta iyo Caafimaadka Degmada hoose, taas oo dejisay ficil si awood loogu siiyo deganayaasha fursada si loo horumariyo caafimaadka iyo fiyoobaanta.

Wixii macluumaad dheeraad ah, fadlan la xiriir Khadka Taleefanka Luuqadaha badan (03) 8470 8470 si laguugu xiriiriyo Caawiyaha luuqada ama turjubaan.

## Spanish

Este es el Plan del Concejo Municipal de Darebin 2021-2025. Establece la dirección y las acciones prioritarias que el Concejo tomará durante los próximos cuatro años.

Este Plan del Concejo es el primer paso hacia la creación de la visión de nuestra comunidad para el Darebin que quiere ser en el año 2041.

En este Plan de del Concejo se incluye el Plan de Salud y Bienestar Municipal, que establece acciones para que los vecinos tengan la oportunidad de mejorar su salud y bienestar.

Para obtener más información, comuníquese con nuestra Línea telefónica multilingüe (03) 8470 8470, para que lo conecten con un asistente de idiomas o un intérprete

## Urdu

یہ Darebin کاؤنسل کا 2021-2025 پلان ہے۔ اس میں ان اقدامات کی سمت اور ترجیح کو متعین کیا گیا ہے جو کاؤنسل اگلے چار سالوں میں اٹھائے گی۔

کاؤنسل کا پلان Darebin کے لئے ہماری کمیونٹی کے خواب کی تعبیر کی جانب پہلا قدم ہے جو اس نے 2041 کے Darebin کے لئے دیکھ رکھا ہے۔

کاؤنسل کے اس پلان میں میونسپل ہیلتھ اور بہبود کا پلان بھی شامل ہے جو یہاں کے رہائشیوں کو اپنی صحت اور بہبود میں بہتری لانے کے قابل بنانے کے لئے اقدامات کا تعین کرتا ہے۔

مزید معلومات کے لئے ہماری ملٹی لینگویئل ٹیلی فون لائن سے (03) 8470 8470 پر رابطہ کر کے زبان میں مدد فراہم کرنے والے شخص یا زبانی مترجم سے بات کریں۔

## Vietnamese

Đây là Kế hoạch Hội đồng Thành phố Darebin 2021-2025. Kế hoạch này đề ra phương hướng và các hành động ưu tiên mà Hội đồng Thành phố sẽ thực hiện trong bốn năm tới.

Kế hoạch Hội đồng Thành phố này là bước đầu tiên nhằm mục đích tạo ra viễn kiến của cộng đồng cho Darebin mà chúng ta muốn sẽ trở thành vào năm 2041.

Trong Kế hoạch Hội đồng Thành phố này có Kế hoạch Sức khỏe và An sinh Thành phố, đặt ra các hành động để tạo điều kiện cho cư dân có cơ hội cải thiện sức khỏe và an sinh của họ.

Muốn biết thêm thông tin, vui lòng gọi cho Đường dây Điện thoại Đa ngữ (03) 8470 8470 của chúng tôi để được kết nối với Trợ lý Ngôn ngữ hoặc thông dịch viên.

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# About Our Council Plan

The *Local Government Act 2020* sets a new approach for all local government in Victoria, that aims to bring all communities back into the core of local government and the services we provide. This requires deeper engagement, with more voices heard that truly represent the communities we serve – in a process called deliberative engagement.

The Community Vision, Council Plan, Financial Plan, (and upcoming 10 year Asset Plan) are all required to be developed through deliberative engagement with communities.

We embrace and support this approach, as it has allowed us to bring the people of Darebin closer to our strategic planning.

This 2021-2025 Council Plan (incorporating our Municipal Public Health and Wellbeing Plan) is our Council's key strategic document for the next four years. It guides how we will move closer to our Darebin 2041 Community Vision – what areas will be our key focus, what actions we will take, how we will measure our progress, and transparently report to our community.

Each year, we will undertake priority actions – funded through our Annual Budget – and report back to our community through our Annual Report.

Our Council Plan was informed by extensive community engagement in 2020-21, including the feedback collected for our Community Vision, and our current research, strategies and plans.

Our community was involved through targeted community conversations and workshops – including with First Nations people, people from non-English speaking backgrounds and young people – and online and phone surveys with more than 3,000 residents and businesses. We also heard from community members directly, at a hearing panel headed up by our Councillors.

We developed a Council Plan that truly represents the voices of our community, and sets us off in the direction of the Darebin we want to be by 2041.



# Acknowledgements

## Acknowledgement of Traditional Owners and Aboriginal and Torres Strait Islander people

Darebin City Council acknowledges the Wurundjeri Woi-wurrung people as the traditional owners and custodians of the land and waters we now call Darebin and affirms that Wurundjeri Woi-wurrung people have lived on this land for millennia, practising their customs and ceremonies of celebration, initiation and renewal.

Council acknowledges that Elders past, present and emerging are central to the cohesion, intergenerational wellbeing and ongoing self-determination of Aboriginal communities. They have played and continue to play a pivotal role in maintaining and transmitting culture, history and language.

Council respects and recognises Aboriginal and Torres Strait Islander communities' values, living culture and practices, including their continuing spiritual connection to the land and waters and their right to self-determination. Council also recognises the diversity within Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander people and communities have had and continue to play a unique role in the life of the Darebin municipality. Council recognises and values this ongoing contribution and its significant value for our city and Australian society more broadly.

*Extract from Darebin City Council's Statement of commitment to Traditional Owners and Aboriginal and Torres Strait Islander people 2019.*

## Darebin's Diversity Statement

Situated on the traditional lands of the Wurundjeri Woi-wurrung people, the City of Darebin is now home to a diverse community of people with different socio-economic status, gender, age, ability, race, culture, ethnicity, language, sexuality, sex characteristics, gender identity, beliefs, occupations, income, education, carer status and household type. The Darebin community cherishes this diversity and values it as an important civic asset.

Darebin City Council acknowledges the history and contributions of the various communities, migrants and refugees who have made the municipality 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.

Council also acknowledges that who we are today as a municipality rests on the history of loss and dispossession inflicted upon Aboriginal people, past and present, despite their strengths, resilience and continued contributions to our city.

# Climate Emergency And Climate Risk

Addressing climate change is a key responsibility of Local Government under Victorian legislation.

The *Climate Change Act 2017* sets a target of net zero carbon emissions by 2050 for Victoria, and requires five-yearly interim targets to be set by the State Government. It also provides guidance for state and local government decision-making across a suite of legislation - including the *Public Health and Wellbeing Act 2008* and the *Local Government Act 2020*.

The *Local Government Act 2020* now requires Local Government to address climate change and consider climate change risks, as one of the key overarching governance principles.

Darebin City Council has a proud history of leadership in relation to tackling climate change.

In 2016, our Council was the first government of any kind to declare a climate emergency - requiring urgent action by all levels of government, including Local Government.

Since then, more than 1,900 governments around the world have made similar declarations and committed to urgent action to address climate change.

In 2017, Darebin City Council adopted its Climate Emergency Plan 2017-2022, that outlined Council's commitment to aim for zero greenhouse gas emissions for our Council and community. We called on the State Government and Federal Government to declare a climate emergency and legislate programs to drive an emergency response.

On 2 December 2019, our Council further resolved to call on the State Government and Federal Government to achieve zero emissions by 2030.

Council's commitment to addressing the Climate Emergency continues through this 2021-2025 Council Plan (incorporating Municipal Public Health and Wellbeing Plan).



# Quick Facts About Darebin



## Place of birth

**64%**

born in Australia

**31%**

born overseas

(main countries: Italy, China, India, Greece, United Kingdom, Vietnam, New Zealand and Lebanon)

**4%**

not stated

## Aboriginal or Torres Strait Islander

**1%**

are Aboriginal or Torres Strait Islanders

## Languages spoken at home



**32%**

Speak a language other than English at home

**82**

Languages in total

- 63% English only
- 5% Italian
- 6% Greek
- 3% Mandarin
- 2% Arabic
- 2% Vietnamese
- 13% Other
- 4% not stated



## Place of birth of parents

**59%**

have either one or both parents born overseas



## Households

**58%**

Live with family

**29%**

Live alone

**7%**

Live in group houses

**4%**

Other

## Tertiary qualifications



**50,038**

39.6% Bachelor Degree (32.8% Greater Melbourne)

## Religion



**40**

Religions in total

- 38% Christian (all denominations)
- 45% not religious
- 4% Muslim
- 3% Buddhist
- 3% Hindu
- 1% other religions
- 5% not stated

## Ages



**15%**

children 0-14

**11%**

young people 15-24

**60%**

25-64

**15%**

65+



## Employment

**79,088**

Residents employed in 2021

**56%**

Full-time

**33%**

Part-time

**4,438**

5.3% were unemployed (5.3% Greater Melbourne)

## Income



**\$1,850**

Weekly median

(\$1,866 Greater Melbourne)

**31%**

have a personal income of less than \$500 a week

# Our Community At The Heart Of Our Vision

For the first time ever, our community has developed a vision to set the aspirations for the future Darebin, and the community we want to be 20 years from now.

Under the new *Local Government Act 2020*, a community vision must be informed and shaped via a deliberative process, meaning the community is heavily involved in shaping the vision.

From December 2020 to February 2021, we spoke to 1,631 people from all over our city, to gather as many ideas as possible about what they currently loved, what we could do better, and to use three words to describe the Darebin they want to see in 2041.

## What our community told us they value



### Greening the City

Our community values 'green' spaces (parks as well as street trees) and want more of them, and the ones they have to be protected and enhanced.



### Sustainability

There is much regard and respect for the many people in our community who care about the environment and sustainability across a range of perspectives, from promoting less car use, protecting native plants and animals, and driving action on climate change.



### Inclusive Diversity

Our community values multiculturalism and aspires to preserve inclusivity.



### Safety

Our community aspires for a future that is clean and safe. Safety is referenced from both a sense of personal physical and psychological safety ("feeling safe" while out). It is also about safety as a cyclist and a pedestrian. Our community connects urban design with safety. There is a clear link between poorly lit and/or unkept dirty places, with a feeling of being unsafe.



### Lifestyle

Our community both love the amenity of our city, and also want to see it get better in the future. Amenity covers a range of things, from the convenience of public transport and accessibility to local services, to protection from over-population and over-development.

To ensure the vision is truly one owned by our community, we then handed over the feedback from the hundreds of conversations we conducted online, in person and on the phone, to a group of 39 residents and business owners in Darebin. This group - the Darebin Deliberative Panel - was selected by independent experts to ensure community members of different ages, genders, nationalities and experiences, ultimately design our new Community Vision.

From February to May 2021, the panel met to shape and refine the vision, and we now have a clear expression of the Darebin we want to become by 2041. Our Community Vision is at the heart of our Council Plan, and all the work that flows from there - our priorities, strategic plans, investments, services, partnerships and activities. The vision is supported by three themed pillars - which form the key directions and focus of this Council Plan.



# Darebin 2041 Community Vision

Darebin is an equitable, vibrant and connected community.

Darebin respects and supports First Nations People, values country, our diverse communities and places.

Darebin commits to mitigating the climate emergency, creating prosperity for current and future generations.

Supporting this Vision, are the pillars of:



## Vibrant, Respectful and Connected

- Celebrating all diverse communities and uplifting different voices in places of power
- Connection to, and preservation of, local history acknowledging past harm and trauma
- Vibrant and dynamic spaces, amenities and events
- Recognising Aboriginal and Torres Strait Islander values, living culture and connection to country
- One Darebin, no suburb left behind



## Prosperous, Liveable and Flourishing

- Encouraging and incentivising business investment and growth in the sustainability sector
- Creating equitable and diverse opportunities for employment and volunteering
- Being a 20-minute city with access to amenities and services close to our homes
- Sustaining community ownership of services and maintaining the health and wellbeing of all, across all life stages
- Making Darebin a Victorian centre for creative industry and the arts
- Ensuring development and the built environment are designed for liveability and sustainability



## Climate, Green and Sustainable

- Taking urgent action on the climate emergency, leading and educating communities and businesses
- Making decisions that are community driven, transparent, socially and equitably just and equitable
- Providing and promoting safe and sustainable transport
- Regenerating, enhancing and protecting ecosystems and biodiversity
- Integrating ecological solutions in the built environment, promoting sustainable development and retrofitting practices, which protect natural assets and strive for zero carbon emissions



# Message From Our Mayor



Everything we do at Council is ultimately driven by our Council Plan and guided by our Community Vision.

It's vital that as the broader community faces shifting challenges, that we update our plan and adapt to these changing needs, to find better, smarter ways to serve the community.

Our Community Vision remained steadfast as we set out to find efficiencies and opportunities to concentrate our efforts while achieving better results for the community.

A deliberative process was undertaken providing members of the community an opportunity to have input into the review of this Council Plan.

We have four directions that continue to guide our actions and resources over the next two years:

**Vibrant, Respectful and Connected:** making sure our community is one where all our people are valued, and no one is left behind.

**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.

**Climate, Green and Sustainable:** ensuring Darebin is a leader in responding to the climate emergency, and our natural environment is protected and enhanced.

**Responsible, Transparent and Responsive:** recognising we are here to serve our community, in all its diversity, and that we govern transparently and accountably.

Council acknowledges the Wurundjeri Woi-wurrung people as the Traditional Owners and custodians of the land and waters we now call Darebin.

Across the ages Wurundjeri Woi-wurrung people have lived on this land, practising customs and ceremonies of celebration, initiation and renewal.

Council acknowledges that Elders past, present and emerging are central to ongoing self-determination of Aboriginal communities, and in maintaining culture, history and language. This is part of our formal Statement of Commitment to Traditional Owners and Aboriginal and Torres Strait Islander people.

We're committed to keeping our community updated on the progress we make on the actions detailed in this plan.

We'll be upfront and honest with the Darebin community about achievements and where we can do better, along with any adjustments we may need to make along the way.

Being transparent and honest are important values to me and they form my promise as Mayor.

**Cr Julie Williams**  
Mayor

# Message From Our Chief Executive Officer



Our Council Plan is a living, breathing document. It sets out real, tangible actions that deliver against our Strategic Priorities and Community Vision and shapes the day to day work of our dedicated staff.

To reflect the changing needs of the community and adapt to the reality of the financial pressures we're all experiencing, it became necessary for Council to revise our Council Plan 2021-25.

Like many other Councils, the City of Darebin is facing rising costs; some well above general inflation and has very limited ability to increase its income to meet these costs due to the rates cap which limits increases on 70% of our annual income to 3.5% in 2023/24. Our ability to increase the other 30% of our income is also limited as many of our fees and charges are not set by Council and there is a need to keep our fees affordable for our community who are also facing rising costs.

This has placed significant pressure on our ability to meet our obligation to ensure that Council remains financially sustainable. Our revision of our Council Plan has therefore focussed on funding our highest priorities based on the needs of our community and the realisation of the Community Vision for Darebin. This also means that there are some actions we have had to adjust, stop or defer to ensure our Draft Council Plan remains achievable and affordable within the resources we have available.

We have also revised our long-term financial plan to make sure that we remain financially sustainable now and into the future. In accordance with the Local Government Act 2020, we have undertaken a deliberative consultation process to incorporate important community feedback into the final documents.

In this updated plan, some actions have moved to business as usual work and therefore won't be reflected in the plan. Other actions have now been successfully completed since the plan was implemented in 2021, including a range of partnerships and infrastructure projects.

To maximise our resources at Council and make best use of our efforts, some related projects have been brought together. I'm confident that consolidating similar projects will result in increased efficiencies and streamline the way we deliver services for the community.

We have also had to make some tough decisions and some projects will no longer continue at Council. These decisions have not been made lightly, and we have kept our focus on delivering high quality services and programs that make a difference.

We have also been busy actively finding operational efficiencies at Council so we can continue to deliver services that the community relies upon.

Overall, this update to our Council Plan is about investing in services and existing assets to serve the needs of the community, ensuring the community receives value for money while staying committed to our goals and strategic priorities.

As we adapt to these changes, our staff remain committed to delivering results that address community needs. The community remains at the heart of everything we do.

I look forward to working alongside our staff and the community to fulfil our updated Council Plan actions.

**Peter Smith**  
CEO



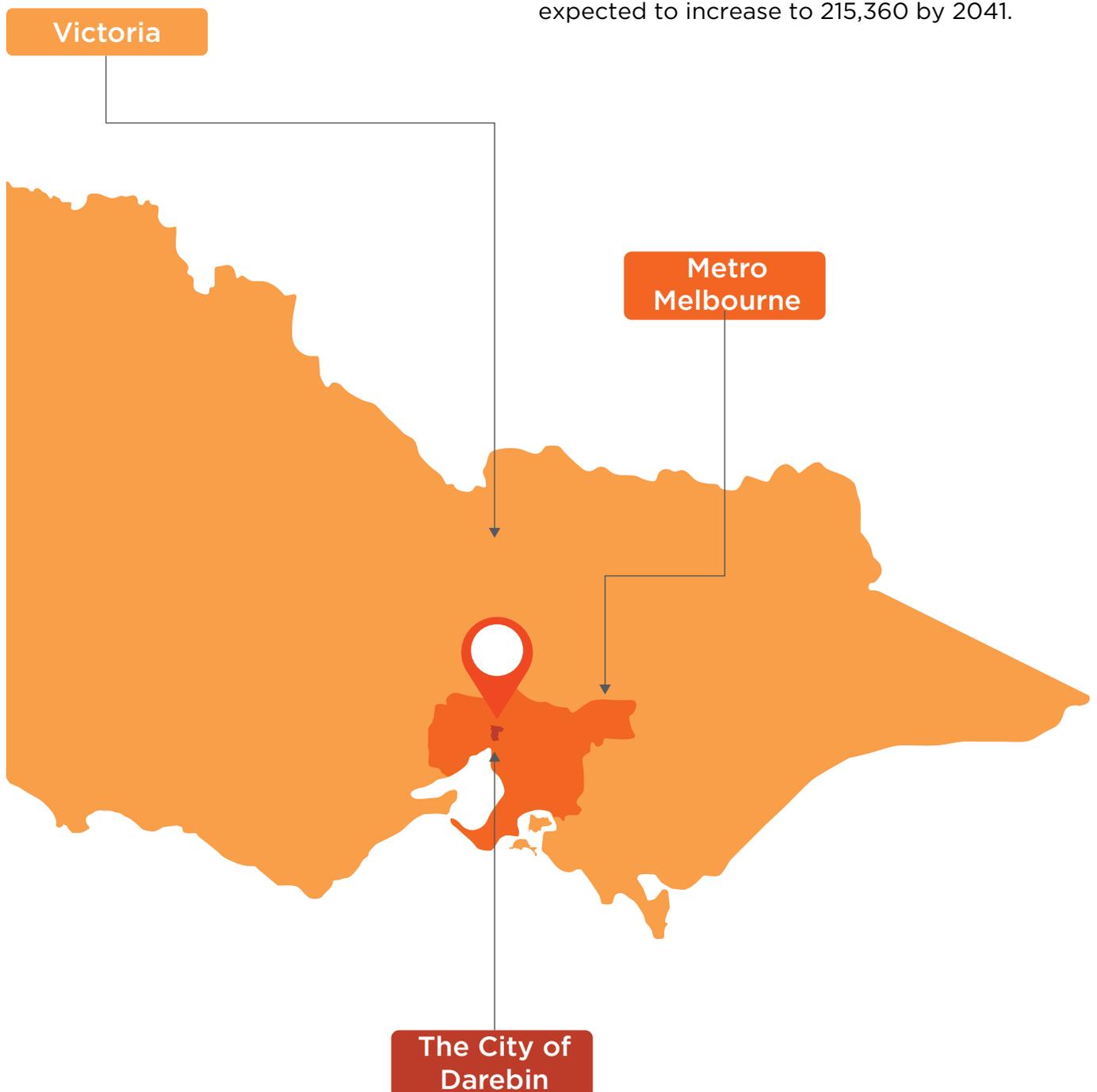
# Our Darebin

The City of Darebin is located between five and 15 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.

We are growing: in 2022, our city's population is 150,325 people (ABS Estimated Residential Population 2022), and this is expected 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 as at 30 June 2022. 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, control, manage or maintain 530 kilometres of roads, 1,045km of sealed paths, 333 buildings, 66 road and foot bridges, 23,194 stormwater pits, 29 wetlands, 627.6km of stormwater pipes, 790 hectares of open space, 27 sports reserves, seven natural reserves, 57 playing fields/sports grounds, 130 playgrounds and 84,300 street trees.

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.

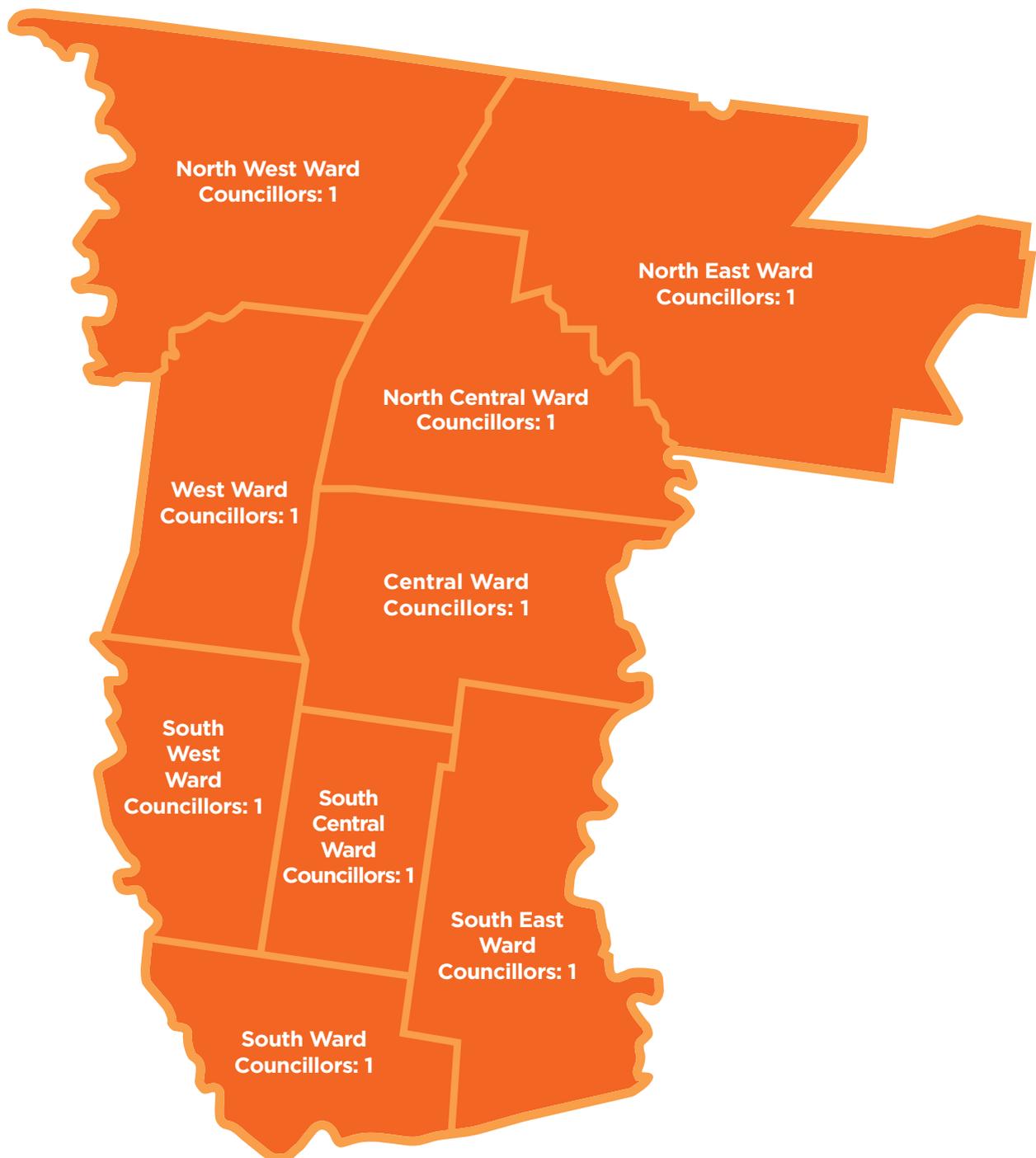
The Socio-Economic Index for Areas (SEIFA) score ranks areas based on indicators that contribute to disadvantage (including unemployment and income). In 2021, Darebin's SEIFA disadvantage score was 1018, the same as Greater Melbourne at 1018, and a lower level of disadvantage than the Victorian average of 1010. A higher score on the index means a lower level of disadvantage.

In December 2022, our unemployment rate was 4.2 per cent. This is slightly higher than Greater Melbourne (3.9 per cent), and slightly higher than Victoria overall (3.7 per cent).

# Our Council

## Our City

The City of Darebin ward structure changed for the general municipal election in October 2020. Our city is now divided into nine, single member wards.



## Our Councillors



### **Darebin City Council 2020-2024**

From L to R: Cr Gaetano Greco, Cr Emily Dimitriadis, Cr Julie Williams (Mayor), Cr Lina Messina, Cr Trent McCarthy, Cr Susan Rennie, Cr Susanne Newton (Deputy Mayor), Cr Tom Hannan, Cr Tim Laurence

## Our Councillors



**Cr Julie Williams**  
**Mayor**  
**North Central Ward**  
0419 750 152  
Julie.Williams@darebin.vic.gov.au



**Cr Susanne Newton**  
**Deputy Mayor**  
**West Ward**  
0419 764 245  
Susanne.Newton@darebin.vic.gov.au



**Cr Emily Dimitriadis**  
**South East Ward**  
0437 918 708  
Emily.Dimitriadis@darebin.vic.gov.au



**Cr Gaetano Greco**  
**North West Ward**  
0419 750 214  
Gaetano.Greco@darebin.vic.gov.au



**Cr Tom Hannan**  
**South Ward**  
0437 917 078  
Tom.Hannan@darebin.vic.gov.au



**Cr Tim Laurence**  
**North East Ward**  
0419 750 234  
Tim.Laurence@darebin.vic.gov.au



**Cr Trent McCarthy**  
**South West Ward**  
0419 750 604  
Trent.McCarthy@darebin.vic.gov.au



**Cr Lina Messina**  
**Central Ward**  
0419 750 504  
Lina.Messina@darebin.vic.gov.au



**Cr Susan Rennie**  
**South Central Ward**  
0419 750 035  
Susan.Rennie@darebin.vic.gov.au



# Our Planning Framework

Our Integrated Strategic Planning Framework is how we set the direction for Council, and ensure we are moving towards that direction. At the start of this process is the development of our new Community Vision - Darebin 2041 - that sets our horizon 20 years into the future, on the community we want to be in 2041.

From there, we have developed our medium term strategies - our four-year Council Plan and actions (incorporating our Municipal Public Health and Wellbeing Plan), our Corporate Plan for the organisation, and our Budget.

Our Budget is developed annually with a four-year horizon.

Under the *Local Government Act 2020*, a longer term focus is encouraged. We have a 10 year financial plan and a 10 year asset plan to ensure we have the financial resources and infrastructure to deliver the actions we commit to.

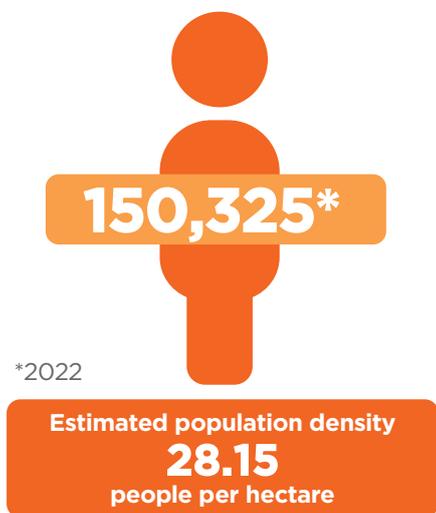




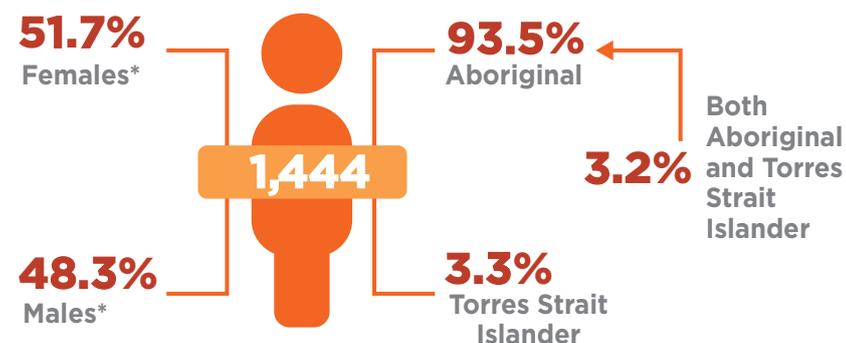
# Our People

We are proud to be one of the most diverse cities in Victoria

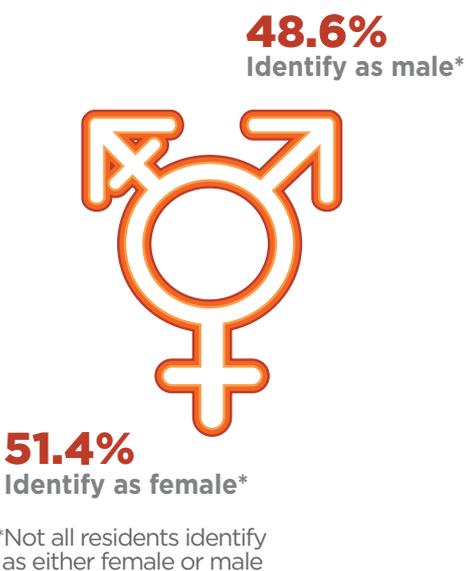
## Population



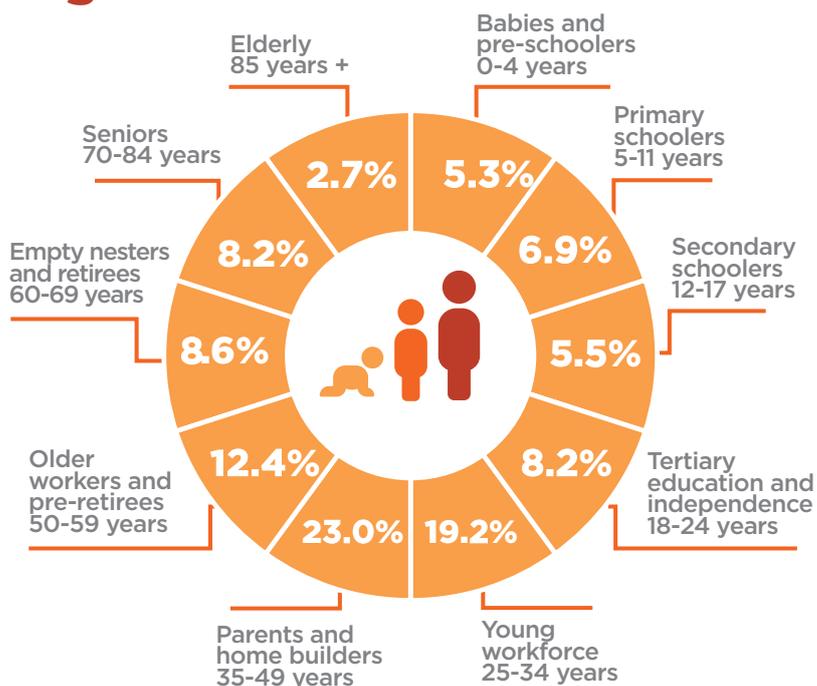
## Aboriginal and Torres Strait Islander people



## Gender



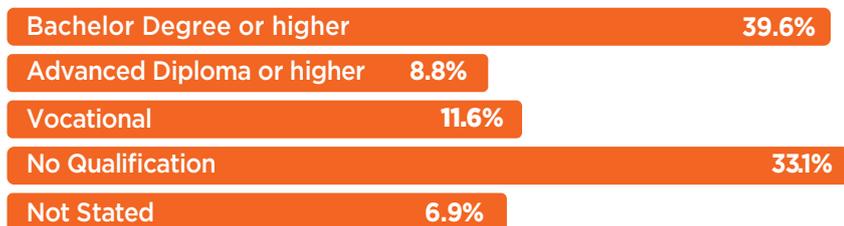
## Age structure



## Sexuality

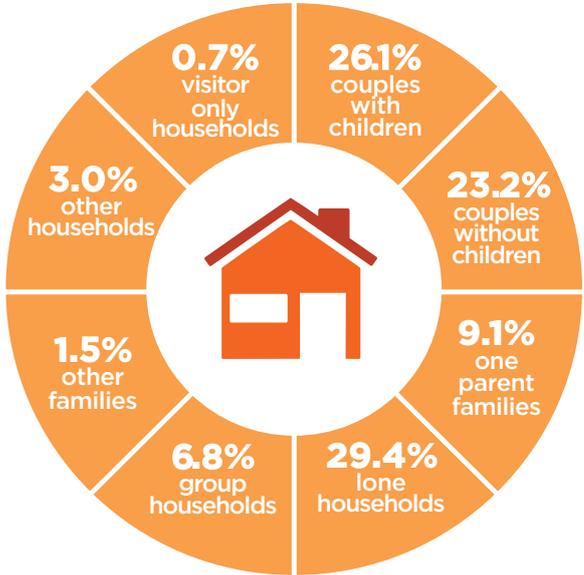


## Highest education qualification achieved



\*\*\*Darebin Household Survey (2014)

## Households



## People with a disability and needing assistance

**9,855**

(6.6%) of people need assistance, an increase of 1,081 people since 2016



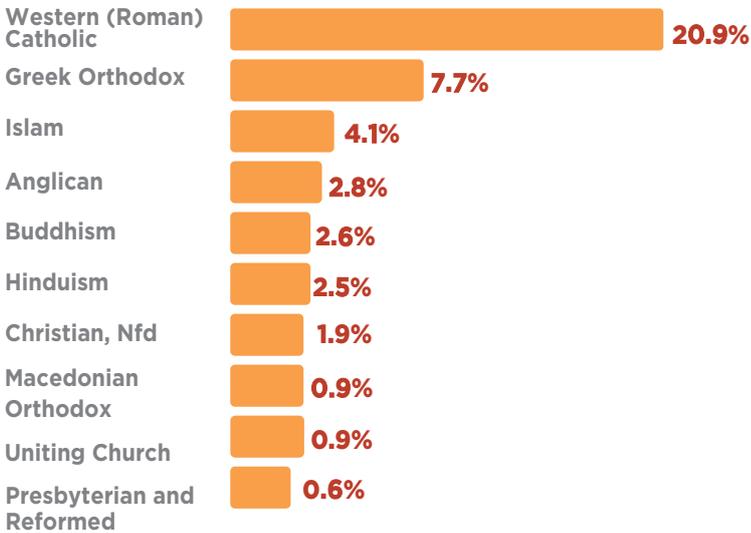
## Multilingual



**32.3%**

Spoke a language other than English at home

## Faiths and beliefs



## Place of birth

**64.4%**

Born in Australia

**4.2%**

Not stated

**85**

Asylum-seekers

(holders of Illegal Maritime Arrival Bridging Visa E or IMA BE)\*\*

**51.9%**  
Female

**48.1%**  
Male

**31.4%**

Born in overseas

**2,000**

International students\*\*



## Place of birth of parents

**59%**

of Darebin residents have either one or both parents born overseas\*

\*source 2021 Census

\*\*Estimated here as persons attending tertiary education, who were born overseas, arrived in Australia less than 4.5 years ago, and were living either in a group household, as an unrelated person in a household, as an overseas visitor in household, or alone. Source .id consulting 2016 Census.

\*\*\*Estimation provided by the City of Greater Dandenong.

<sup>1</sup>Data sourced from .id consulting website at <https://profile.id.com.au/darebin> (3 May 2023). Data is based on the 2021 Census of Population and Housing.

## Darebin Population by Suburb

(Estimated Resident Population at 30 June 2022<sup>2</sup>)

Preston (East) and Preston (West) have the highest number of people living in each suburb, in Darebin. Northcote (East) and Northcote (West) are the most densely populated suburbs.

Suburb	Population	% of Population	Population density**
Alphington	3,248	2.2	23.88
Bundoora-Macleod	7,226	4.8	9.34
Fairfield	5,904	3.9	39.36
Kingsbury	3,518	2.3	27.92
Northcote (East)	15,116	10.1	42.70
Northcote (West)	10,372	6.9	41.65
Preston (East)	18,122	12.1	26.73
Preston (West)	16,073	10.7	33.84
Reservoir (Cheddar)	14,437	9.6	31.66
Reservoir (Edwardes Lake)	14,299	9.5	25.72
Reservoir (Merrilands)	9,619	6.4	21.47
Reservoir (Oakhill)	13,144	8.7	30.85
Thornbury (East)	11,548	7.7	36.78
Thornbury (West)	7,699	5.1	38.69
<b>City of Darebin</b>	<b>150,325</b>	<b>100</b>	<b>28.15</b>

<sup>2</sup>ERP is the official population of the area. It is updated annually and provides a more accurate population figure between Census periods.

\*\*Persons per hectare.

Data sourced from .id consulting website at <https://profile.id.com.au/darebin> (3 May 2023).

Data is based on the 2021 Census of Population and Housing.

# Our Municipal Public Health And Wellbeing Plan

Our Municipal Public Health and Wellbeing Plan is embedded in our Council Plan. Under law, the *Public Health and Wellbeing Act 2008*, we have a responsibility to protect, promote and improve the public health and wellbeing of our community.

One way we do this is to ensure our Council Plan – our key strategic plan – includes actions aimed to improve the social, cultural, economic, physical and natural environments.

We believe a transparent and streamlined approach is best, so rather than have a separate plan for this, our Council Plan has critical actions for the planning - and collaborative delivery with other health providers - of health and wellbeing initiatives.

## Wellbeing Commitment

Darebin City Council is committed to promoting, protecting and improving the wellbeing of our community, and addressing health inequality.

## Our Approach To Health and Wellbeing

To inform our planning for community health and wellbeing, our Council developed the 2021 Darebin Health and Wellbeing Profile Report. The Report examines data on the health status and health determinants of our city, including analysis of:

- Policy and laws guiding how our Council plans for the health and wellbeing of our community. This includes considering the priorities of the Victorian Public Health and Wellbeing Plan 2019-2023, and the requirements of the *Public Health and Wellbeing Act 2008* and *Climate Change Act 2017*
- The health status of our people based on data from sources including State Government departments, the Australian Bureau of Statistics (ABS), VicHealth and .id consulting
- Local data from the 2020 Darebin Annual Community Survey, and the findings of the 2015 Reservoir East and Preston East Health and Wellbeing Survey.

## How We Work

### Integrated Planning

Our Council embraces a collaborative, whole-of-organisation approach to improving health and wellbeing. We have a strong commitment to partnerships with a broad range of stakeholders, service providers, and the community.

### Working in Partnership

Central to improving the wellbeing of our community is to work in partnership. Council will work in partnership with stakeholders, services providers and community to advocate, support, fund and deliver a range of actions over the next four years to respond to the social determinants of health and wellbeing.

### Influencing the Environments for Health

We understand health and wellbeing is influenced by the social, economic, cultural, built and natural conditions - the environments for health - in which we are born, grow, learn, live, work and age.

Our Council will continue to build on previous work, learnings, successes and partnerships with community and stakeholders, to influencing these 'environments' and improve the health and wellbeing of our community.

## Addressing Health Inequalities

Our Council is committed to reducing - and eliminating where possible - unfair and avoidable differences in the health and wellbeing status of diverse groups in our community.

We are dedicated to applying the lenses of our Towards Equality Framework - People, Places and Experiences, to understand the differences in the health status across our city, and ensure the actions we take, and the resources we distribute, seek to correct these inequities.



## Improving Environments For Health



### Natural

- Connection with nature
- Climate change
- Waste management



### Social and Cultural

- Human rights
- Sense of place and belonging
- Social connection
- Volunteering
- Community participation
- Arts and culture
- Community facilities
- Social support
- Perceptions of safety
- Social inclusion
- Lifelong learning
- Recreation programs
- Housing and homelessness



### Built/Physical

- Local roads
- Urban planning
- Parks, street lighting and footpaths
- Playgrounds, leisure centres and sports facilities

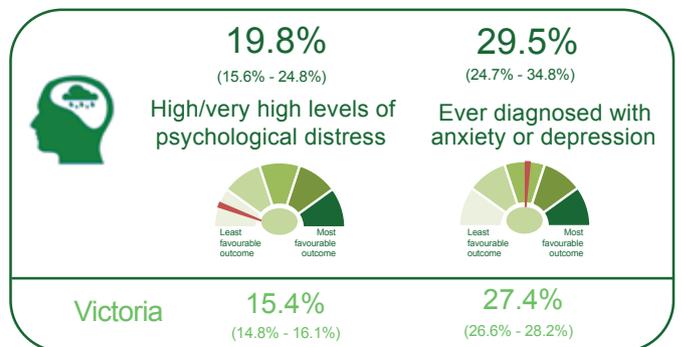
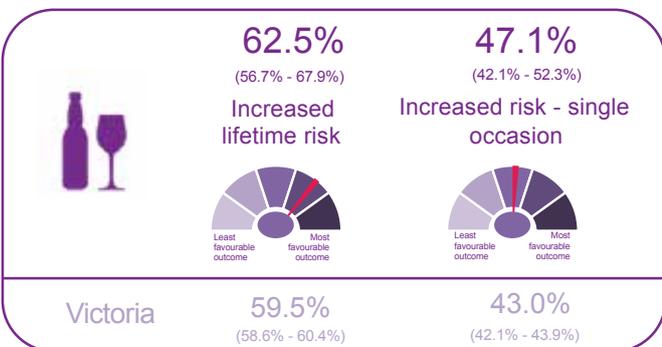
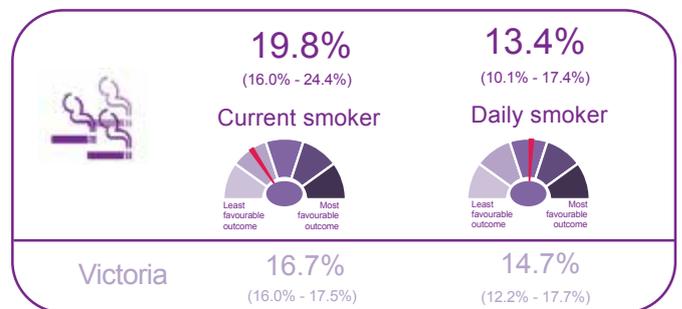
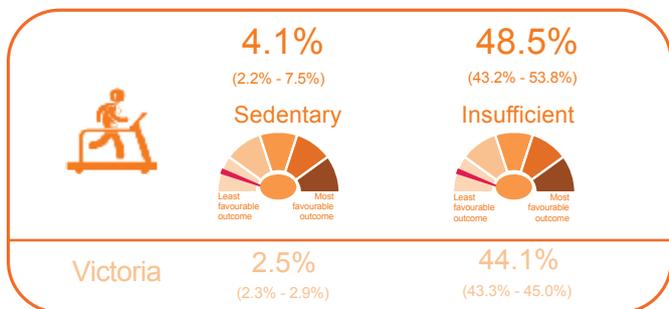
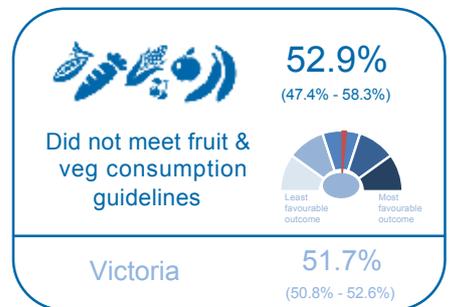
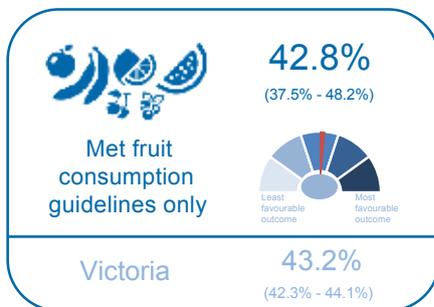
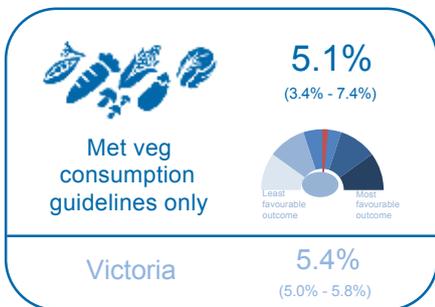
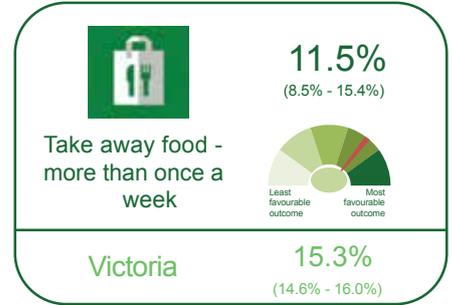
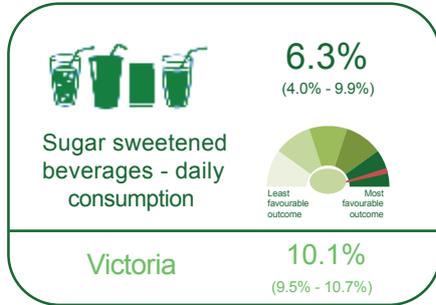
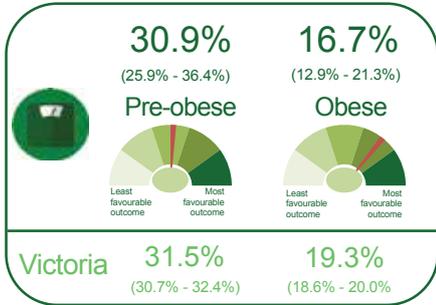


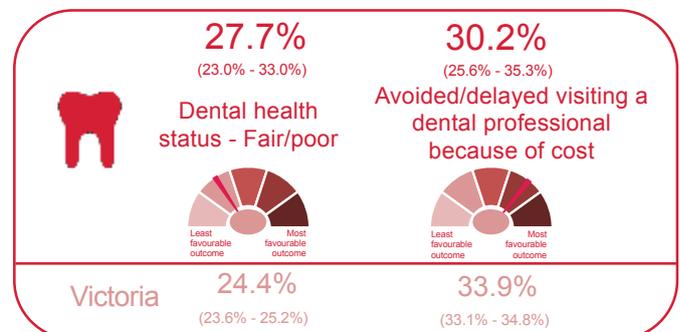
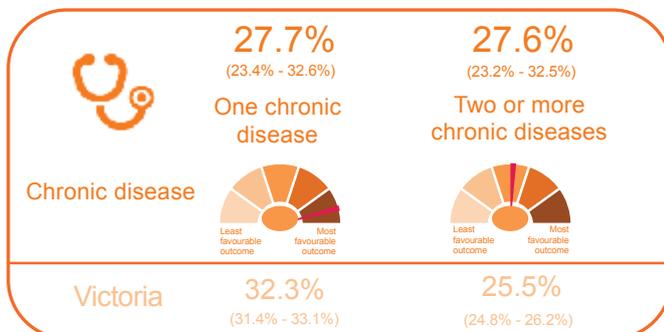
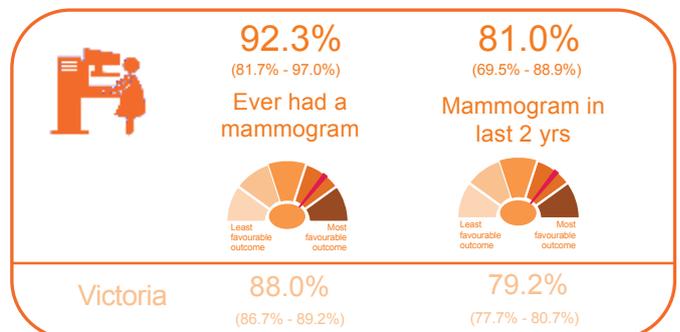
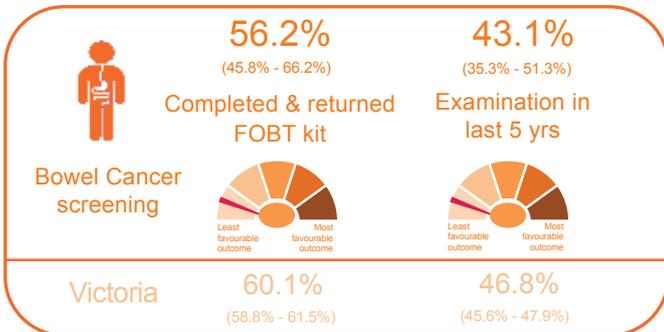
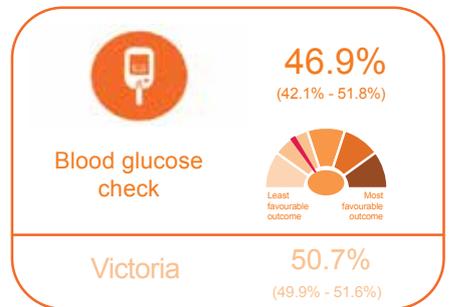
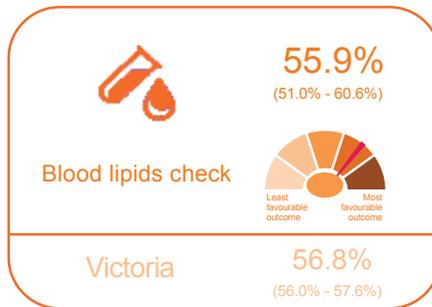
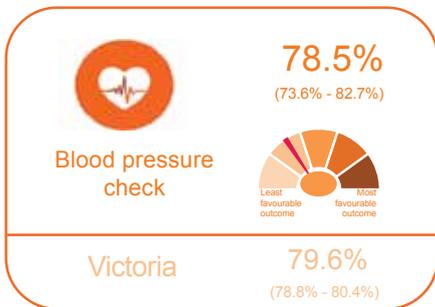
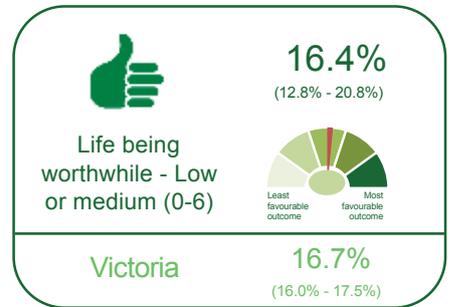
### Economic

- Employment
- Local economy

# Health And Wellbeing Indicators

How we compare to Victorian average for key indicators of health and wellbeing





Source: Victorian Agency for Health Information (2017) Victorian Population Health Survey <https://www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/victorian-population-health-survey/victorian-population-health-survey-2017>

A range of data sets in addition to the Victorian Population Health Survey, including employment levels, income and losses from electronic gaming machines are available in the Darebin Health and Wellbeing Profile Report: [www.darebin.gov.au/healthandwellbeing](http://www.darebin.gov.au/healthandwellbeing)

# Our Health And Wellbeing Priorities

To understand the health and wellbeing needs of our people, we developed a Health and Wellbeing Profile Report. In addition to health data analysis, the report includes findings from consultations with our community and local organisations.

This report identifies five health risks as key areas of concern, and highlights the need to continue working with the community and other stakeholders to address eight determinants of health.

We have identified these 13 areas as the priorities to focus on for 2021-2025, to improve health and wellbeing outcomes for our community. These priorities also align with the Victorian Public Health and Wellbeing Plan 2019-2023 priorities.

## Monitoring our progress

Council is committed to ongoing monitoring of the Council Plan (incorporating the Municipal Public Health and Wellbeing Plan). Council will review the public health and wellbeing matters addressed in the Council Plan each year, and if necessary, make amendments. Council will develop, implement and report on an annual action plan.

In addition to the actions listed in the Council Plan, Council will review and renew our strategies to ensure our efforts that respond to the health and wellbeing priorities are continued throughout the four-year Council Plan.



### Priorities: Modifiable Health Risks

- Sedentary lifestyle
- Risky alcohol consumption
- Smoking
- Mental health
- Bowel cancer screening for those aged 50-74 years



### Priorities: Determinants of Health

- Loneliness and social isolation
- Unemployment
- Food security
- Harm associated with gambling
- Homelessness
- Family violence and violence against women
- Community safety
- Mitigating the impact of climate change on health and wellbeing

Our approach to address these health and wellbeing priorities is three-fold:

1

**Ensuring Health Equity**

2

**Focusing on Environments for Health**

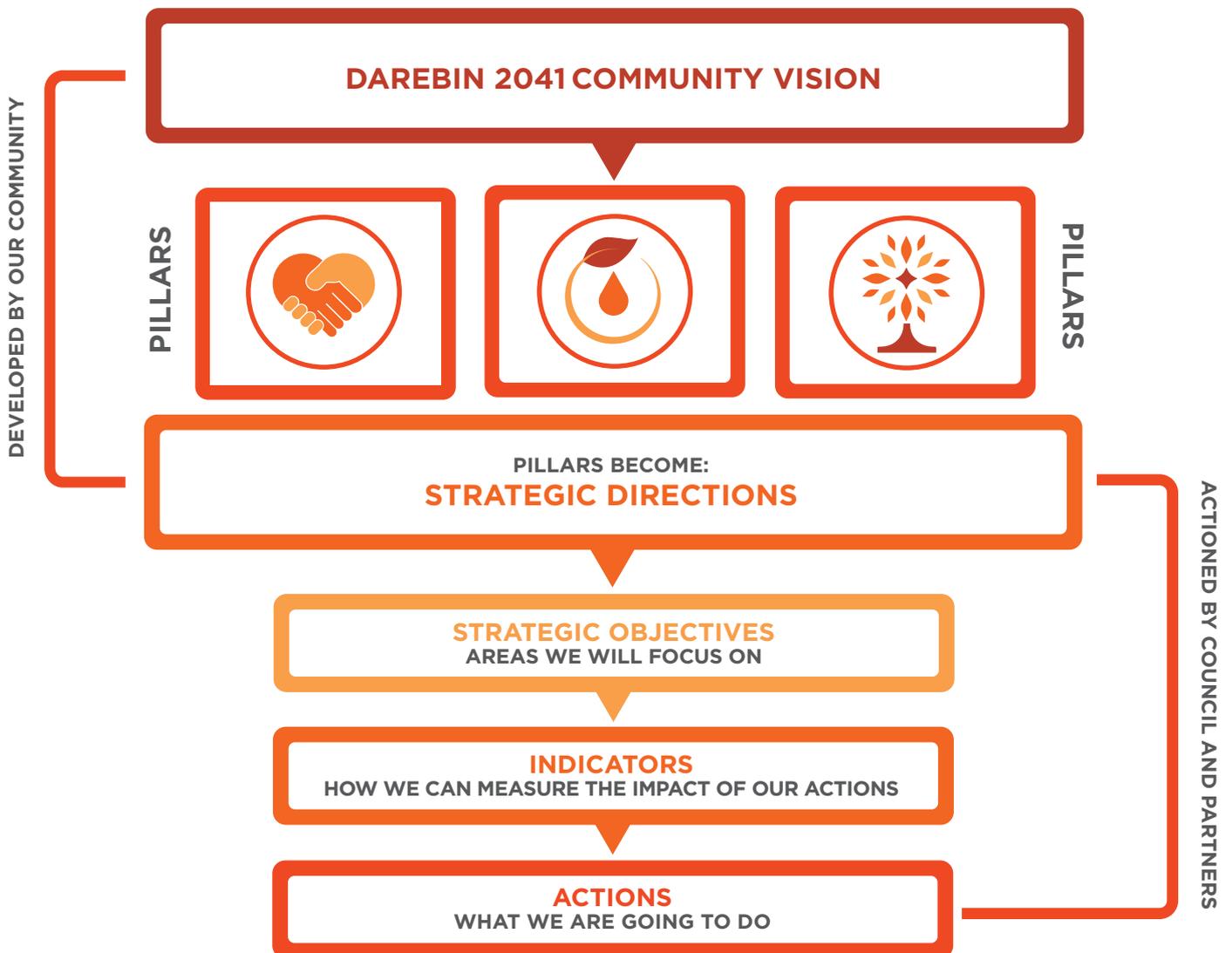
3

**Taking a Life Course approach**  
(targeting the modifiable health risks)



# How To Read Our Plan

Our Council Plan is created from our Darebin 2041 Community Vision. We have then developed three pillars to support our approach to delivering that vision. These pillars – or themes – have been selected through a deliberative community engagement process. The voices of over 1,600 members of our community, and our Darebin Deliberative Panel, were at the heart of this process.



These pillars become our strategic directions for the next four years. Under each of these pillars, we commit to strategies objectives (what we want to achieve), indicators (how we can tell if we have), key actions (what actions we will take), and the health and wellbeing priorities they will address.

We also know that we can't do it alone, and partnership is needed.

Sometimes we are responsible for delivering an action, sometimes we partner with other levels of government, the public, private and not for profit sectors, and sometimes will focus on facilitating or advocating for what our community has told us is important.

The indicators are divided into two groups: ones our Council is responsible for; and city-wide indicators we don't have ownership of, but, together with our partners and the community, we can seek to influence.



### **Health and Wellbeing Priorities in this Plan**

Our actions in the Plan that deliver on Health and Wellbeing priorities are marked with this icon.

# Council Plan

incorporating Municipal Public Health and Wellbeing Plan

## Strategic Objectives, Indicators and Actions

### Our 10 Big Actions

- 1 Build infrastructure for the future** by redeveloping Northcote Aquatic and Recreation Centre, redeveloping BT Connor Pavilion in Reservoir, and building Darebin Intercultural Centre in Preston
- 2 Plan infrastructure for decades to come** by commencing scoping for the redevelopment of Reservoir Leisure Centre, activating Edwardes Lake Boat House in Reservoir, building new kindergarten facilities
- 3 Continue to lead with our response to the climate emergency** 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 massively reducing our waste going to landfill, and delivering projects and programs aimed to improve safety for people cycling, walking and wheeling, increasing active travel which will also reduce transport emissions
- 4 Deepen our commitment to truth and justice for First Nations communities** in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Aboriginal and Torres Strait islander peoples who live and work in Darebin
- 5 Support vulnerable members of our community** 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





6

**Champion local business and creative industries** by providing support with COVID-19 recovery, undertaking engagement to inform the future development of an Economic Development Strategy, and improving the lighting and safety of our retail precincts and business activity centres

7

**Build a more inclusive community for all** 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 developing a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of our LGBTIQ+ communities, including Rainbow Tick Accreditation for several services

8

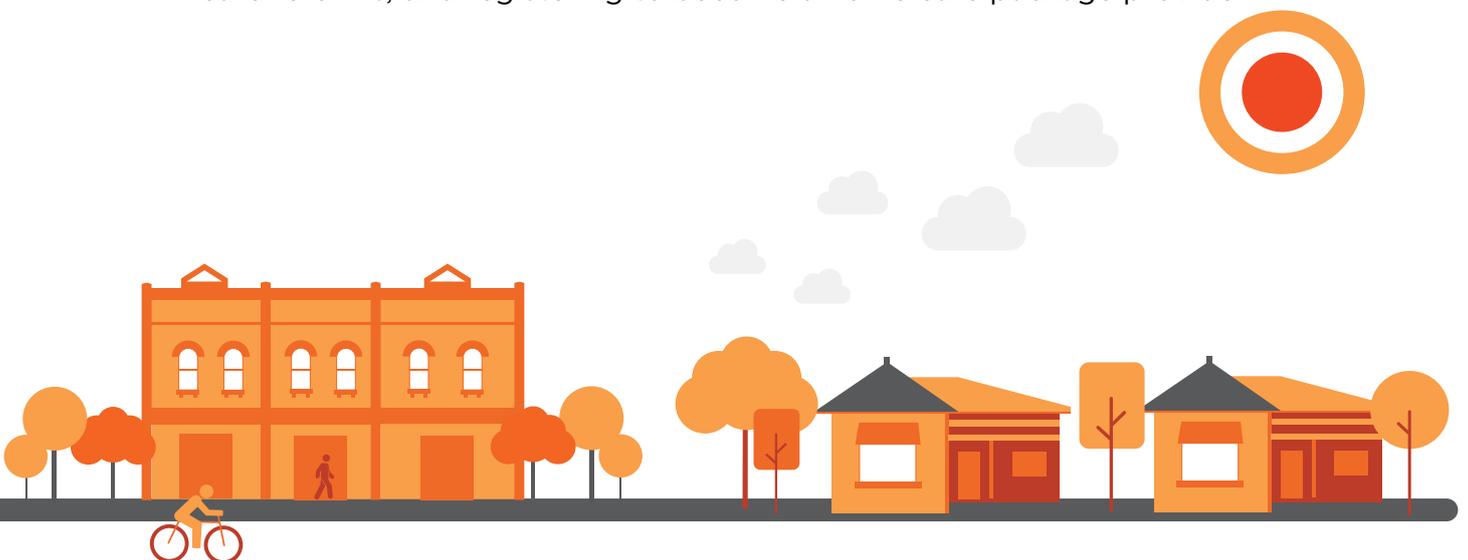
**Improve the quality of development** and work to protect all that we love about Darebin by pursuing protections for Preston Market, conducting a Planning Scheme review informed by in-depth community consultation, and reviewing to amend our Parking Permit Policy

9

**Protect our natural environment and biodiversity** by significantly improving water quality in Edwardes Lake, increasing tree canopy coverage in our parks, residential areas and retail precincts, and enhancing understorey planting

10

**Expand our delivery of quality universal services** across the lifespan by providing more three-year-old kindergarten places, continuing to deliver our flagship Age Friendly Darebin project, implementing aged care reforms, and registering to become a home care package provider







## **Strategic Direction 1: Vibrant, Respectful and Connected**

Our Darebin will celebrate all our diverse communities.

We will uplift different voices in places of power, influence and decision-making.

We will recognise Aboriginal and Torres Strait Islander values, and honour their living culture and connection to country.

We will support connection to, and the preservation of, local history, and acknowledge past harm and trauma.

Our Darebin will be one filled with vibrant and dynamic spaces, amenities and events. It will be a city where no suburb, or person, will be left behind.

We are one Darebin.

## Strategic Objective

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

Environments for Health		Modifiable Health Risks	
Social and Cultural Environment Economic Environment			
Darebin City Council Indicators		City of Darebin Indicators	
1.1.1	Amount of funding provided to Aboriginal community-led organisations over four years	1.1.2	Aboriginal and Torres Strait Islander peoples living in Darebin that are working/employed
		1.1.3	Aboriginal and Torres Strait Islander-led businesses and organisations in Darebin

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1.1	<p>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</p> <p>Key elements of this Plan, in addition to items mentioned in the Council Plan, to include:</p> <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>				●	●
1-2	Progress a partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and continue to progress "decolonising" Bundoora Park		●	●	●	●
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		●	●	●	●
1-4	Increase support to Aboriginal community-controlled organisations by incorporating a specific funding stream into our Community Grants Program			●	●	●

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Social and Cultural Environment	Sedentary Lifestyle Bowel cancer screening
Darebin City Council Indicators	City of Darebin Indicators

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1-5	Develop a partnership with Multicultural Arts Victoria to deliver artistic opportunities for Darebin's communities		●	●		
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		●	●	●	●
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		●	●	●	●
1-8	Develop a memorandum of understanding with Aboriginal Housing Victoria (AHV)		●	●		
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		●	●	●	●

## Strategic Objective

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

Environments for Health		Modifiable Health Risks	
Social and Cultural Environment Determinant of health: <ul style="list-style-type: none"> <li>Loneliness and social isolation</li> </ul>		Mental Health	
Darebin City Council Indicators		City of Darebin Indicators	
1.3.1	Community satisfaction with Council's support of diversity, inclusion and fairness	1.3.2	Community satisfaction with Council's support of diversity, inclusion and fairness of people from multi-lingual households

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1-10	Develop the Disability Action Plan to improve access to services and infrastructure for our residents and visitors		●	●	●	●
1-11	Develop programs to support international students living in Darebin		●	●		
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		●	●	●	●
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>		●	●	●	●

## Strategic Objective

### 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

Environments for Health	Modifiable Health Risks
Social and Cultural Environment Determinant of health: <ul style="list-style-type: none"> <li>Loneliness and social isolation</li> </ul>	Mental Health
Darebin City Council Indicators	City of Darebin Indicators
1.4.1 User satisfaction with Council's website	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1-14	Continue to become more LGBTIQ+ inclusive across Council's services and activities including work towards Rainbow Tick accreditation for several services		●	●	●	●
1-15	Offer co-working spaces at our arts centres in Darebin		●	●		
1-16	Support social enterprises that wish to work in our city, and with our Council – one per year		●	●		
1-17	Provide financial and in-kind support to neighbourhood houses that bring our diverse people together		●	●		
1-18	Launch Council's new website, with improved access functionality for people from diverse communities		●	●		
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		●	●	●	●

## Strategic Objective

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

Environments for Health		Modifiable Health Risks	
Social and Cultural Environment Determinant of health: <ul style="list-style-type: none"> <li>Loneliness and social isolation</li> </ul>		Mental Health Sedentary Lifestyle	
Darebin City Council Indicators		City of Darebin Indicators	
1.5.1	Active library borrowers	1.5.2	Darebin volunteering rate

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1-20	Deliver Age Friendly Darebin and implement aged care reforms		●	●	●	●
1-21	Facilitate and support volunteer opportunities with Council across our diverse communities, to strengthen community connection and skills development		●	●		
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		●	●	●	●
1-23	Provide grants, and deliver and facilitate programs, services, and events that address loneliness, through supporting social connectedness and positive mental health		●	●	●	●
1-24	Increase the opening hours of Reservoir Library to include Sundays (to align with the opening hours of Northcote and Preston libraries)		●	●		
1-25	Provide the Libraries After Dark program at Reservoir and Preston libraries		●	●		
1-26	Work with other organisations to provide health information to communities on health and wellbeing issues including alcohol and other drugs, gambling, mental health support, and family violence		●	●		
1-27	Work in partnership to deliver initiatives that reduce the stigma associated with mental ill-health, through awareness and education		●	●		

## Strategic Objective

**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**

Environments for Health	Modifiable Health Risks
Social and Cultural Environment Determinant of health: <ul style="list-style-type: none"> <li>Loneliness and social isolation</li> </ul>	N/A
Darebin City Council Indicators	City of Darebin Indicators

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
<b>1-28</b>	Deliver an annual cultural diversity and social cohesion oration as part of the FUSE festival		●	●	●
<b>1-29</b>	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.		●	●	●

## Strategic Objective

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

Environments for Health		Modifiable Health Risks	
Social and Cultural Environment Determinant of health: <ul style="list-style-type: none"> <li>Family violence and violence against women</li> </ul>		N/A	
Darebin City Council Indicators		City of Darebin Indicators	
1.7.1	Number of gender and community safety audits across Darebin at relevant consultation / project sites	1.7.4	Proportion of women and girls participating in sports and recreation
1.7.2	Number of Council policies and programs that apply a gender lens		
1.7.3	Number of infrastructure programs that apply an Equity Impact Assessment to their planning process in alignment with Towards Equality Framework / Gender Equality Act		

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1-30	Implement and extend our Gender Equality and Preventing Violence Against Women Action Plan, using an intersectional approach		●	●	●	●
1-31	Implement our responsibilities under the Gender Equality Act 2020		●	●		
1-32	Apply a Gender Impact Assessment to our Council policies and programs, as part of the Towards Equality Framework, and continue to gather data about gendered experience in public spaces, and use this to inform community safety initiatives		●	●		
1-33	Identify opportunities to support the economic participation of women, as part of Council's COVID-19 recovery initiatives		●			

## Strategic Objective

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

Environments for Health		Modifiable Health Risks	
Social and Cultural Environment Determinants of health: <ul style="list-style-type: none"> <li>Loneliness and social isolation</li> <li>Mitigating the impact of climate change on health and wellbeing</li> </ul>		Mental Health	
Darebin City Council Indicators		City of Darebin Indicators	
1.8.1	Welcoming Cities Standard	1.8.2	Reported incidences of racism and hate speech, sourced from Human Rights Equal Opportunity Commission

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
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		●	●	●	●
1-35	Work with the Darebin Ethnic Communities Council, our community, and local organisations, to foster respect and address systemic racism		●	●	●	●
1-36	Continue to implement the Welcoming Cities Standard, with the aim of becoming a 'Mentoring' level Council		●	●	●	●
1-37	Through our Youth Strategy, develop and implement programs to support the participation and leadership of young people from disadvantaged, and culturally diverse backgrounds		●	●		
1-38	Mitigate the impacts of climate change on the health and wellbeing of our disadvantaged communities		●	●	●	●
1-39	Partner with our community organisations to support Welcoming Community meals		●	●		





## **Strategic Direction 2: Prosperous, Liveable and Flourishing**

Our Darebin will encourage and incentivise business investment and growth in the sustainability sector.

We will create equitable and diverse opportunities for employment and volunteering.

We will make Darebin a centre for creative industry and the arts in Victoria.

We are a 20-minute city, and will ensure our community's access to amenities and services close to our homes.

We will sustain our community's ownership of services across their lifespan. We will maintain the health and wellbeing of all.

Our Darebin will ensure development, and the built environment, is designed for our liveability and sustainability.

## Strategic Objective

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

Environments for Health		Modifiable Health Risks	
Built/Physical Environment		Sedentary Lifestyle Mental Health	
Darebin City Council Indicators		City of Darebin Indicators	
2.1.1	Occupancy of buildings by community groups and/or for community wellbeing purposes	2.1.2	Number of 3-year-old kindergarten places

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-1	Complete construction, and commence operation of the Multi Sport Stadium in Thornbury		●	●		
2-2	Redevelop Reservoir Leisure Centre, incorporating opportunities to enhance health, wellbeing and socioeconomic outcomes		●	●	●	●
2-3	Invest in the Edwardes Lake Boathouse in Reservoir to support a long-term lease arrangement		●	●	●	●
2-4	Undertake community consultation about the future shared use of the Northcote Golf Course land		●			
2-5	Establish the new Ruthven Playspace in Reservoir		●			
2-6	Expand funded 3-year-old kindergarten		●	●	●	●
2-7	Improve physical access for our residents and visitors to Council-owned community buildings – at least five buildings per year		●	●		
2-8	Redevelop BT Connor Pavilion in Reservoir		●			
2-9	Redevelop KP Hardiman Pavilion in Kingsbury			●	●	●
2-10	Redevelop the Northcote Aquatic and Recreation Centre		●	●	●	
2-11	Develop an Integrated Families, Youth and Children Strategy		●		●	●
2-12	Rejuvenate and beautify Cheddar Road in Reservoir, in collaboration with stakeholders		●	●		
2-13	Plan for the redevelopment of John Hall pavilion and public toilet in Kingsbury		●	●	●	●
2-14	Develop a Leisure Strategy for our city		●			●

## Strategic Objective

### 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

Environments for Health		Modifiable Health Risks	
Built/Physical Environment Determinant of health: <ul style="list-style-type: none"> <li>Community safety</li> </ul> Natural Environment		Sedentary Lifestyle	
Darebin City Council Indicators		City of Darebin Indicators	
2.2.1	City-wide perceptions of safety over four years - Day	2.2.4	Deaths of road users on Darebin roads and streets
2.2.2	City-wide perceptions of safety over four years - Night	2.2.5	Proportion of trips made by active and public transport (from baseline of 2016 levels)
2.2.3	Community satisfaction with Council's efforts in managing the issue of graffiti	2.2.6	Amount of private vehicle use (from baseline of 2016 levels)

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-15	Improve road safety, and the cycling, walking and wheeling network, by constructing high priority improvements		●		●	●
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		●	●	●	●
2-17	Develop and implement a Community Safety Framework		●	●	●	●
2-18	Improve disability access at Bundoora Park Farm		●			
2-19	With State Government approval, reduce the speed limit in more local streets across our city		●	●	●	●
2-20	Continue to implement our Graffiti Management Strategy to prevent, remove and reduce the reoccurrence of illegal graffiti, and support the launch of a graffiti tag app*		●	●		
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		●	●	●	●
2-22	Build new Intercultural Centre at Preston Civic Precinct		●	●		
2-23	Update flood risk assessments across Darebin, and incorporate them into our Darebin Planning Scheme		●	●	●	●
2-24	Continue our Traffic Blackspot Design and Construction Program		●	●	●	●

\* Action transitioned to business-as-usual service delivery

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-25	Install new lighting at GH Mott Reserve in Preston		●			
2-26	Review our Transport Strategy and refresh our Bicycle Strategy		●			
2-27	Actively participate in the Reservoir Revitalisation Board to improve outcomes for the Reservoir community		●	●	●	●
2-28	Establish an Asset Management Plan for shopping precincts' infrastructure and cleaning		●	●		
2-29	Review and develop a new Domestic Animal Management Plan		●			
2-30	Undertake a review of the General Local law		●	●	●	

## Strategic Objective

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

Environments for Health		Modifiable Health Risks	
Built/Physical Environment Social and Cultural Environment Determinant of health: <ul style="list-style-type: none"> <li>Homelessness</li> </ul>			
Social and Cultural Environment			
Darebin City Council Indicators		City of Darebin Indicators	
2.3.1	Amount of affordable and social housing facilitated through planning decisions	2.3.2	Affordable, social and public housing in Darebin

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-31	Enable and facilitate more affordable and social housing across our city		●	●	●	●
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		●	●	●	●

## Strategic Objective

### 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

Environments for Health	Modifiable Health Risks
Built/Physical Environment Natural Environment Determinant of health: <ul style="list-style-type: none"> <li>Mitigating the impact of climate change on health and wellbeing</li> </ul>	N/A
Darebin City Council Indicators	City of Darebin Indicators
2.4.1 Number of trees planted in activity centres	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
<b>2-33</b> Review to amend the Parking Permit Policy to: <ul style="list-style-type: none"> <li>(i) to improve access for people with special needs</li> <li>(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</li> <li>(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</li> <li>(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</li> </ul>		●		●	
<b>2-34</b> Through the establishment of our Darebin Nature Plan, increase shade in our business activity centres to support footpath trading*		●	●		
<b>2-35</b> Keep our business activity centres clean and well maintained, with a focus on reducing cigarette litter*		●	●		
<b>2-36</b> Develop a policy setting the basis for how Council may permit commercial or private Electric Vehicle charging infrastructure on our public streets		●	●	●	●
<b>2-37</b> Through the establishment of our Darebin Nature Plan, improve streetscapes to support COVID-19 recovery		●			
<b>2-38</b> Continue to implement our Street Furniture and Equipment Renewal Program*		●	●		

\* Action transitioned to business-as-usual service delivery

## Strategic Objective

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

Environments for Health		Modifiable Health Risks	
Built/Physical Environment		N/A	
Darebin City Council Indicators		City of Darebin Indicators	
2.5.1	Number of accessible car parking spaces		

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
2-39	Create additional accessible car parking spaces in our city	●	●	●	●

## Strategic Objective

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

Environments for Health		Modifiable Health Risks	
Social Environment Determinant of health: • Homelessness		Mental Health	
Darebin City Council Indicators		City of Darebin Indicators	
2.6.1	Participation rate in Council services of people experiencing homelessness		
2.6.2	Number of people that obtain a housing outcome through our Assertive Outreach Program		

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-40	Deliver programs that support people sleeping rough and experiencing homelessness including Assertive Outreach and advocate for funding for Towards Zero		●	●	●	
2-41	Expand our Shower Access Program and support access to Council services and programs for people sleeping rough and experiencing homelessness		●	●		
2-42	Continue to support the High Risk Accommodation Response (HRAR), focusing on the coordination, support and funding of high risk accommodation settings and the emergency relief sector		●	●		

## Strategic Objective

### 2.7 We will work in partnership to address place-based socio-economic disadvantage and health inequity in East Preston and East Reservoir

Environments for Health		Modifiable Health Risks	
Social Environment Determinants of health: <ul style="list-style-type: none"> <li>Social isolation and loneliness</li> <li>Food security</li> </ul>		Sedentary Lifestyle Mental Health	
Darebin City Council Indicators		City of Darebin Indicators	
2.7.1	East Preston and East Reservoir residents' satisfaction with local amenity to improve (i) East Preston (ii) East Reservoir	2.7.3	Selected social and wellbeing indicators from Socio-Economic Indexes For Areas (SEIFA) in East Reservoir and East Preston (i) East Preston (ii) East Reservoir
2.7.2	East Preston and East Reservoir residents' satisfaction with Council services to improve (i) East Preston (ii) East Reservoir		

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-43	In partnership with the community, deliver four place-based projects each year that respond to local community issues and need*		●	●		
2-44	Transition the East Preston Community Centre to a community organisation-led model, to support the needs of the surrounding community		●			
2-45	Identify opportunities to increase access to low cost and free physical activity in East Preston and East Reservoir*		●			

\* Action transitioned to business-as-usual service delivery

## Strategic Objective

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

Environments for Health		Modifiable Health Risks	
Social Environment Determinant of health: <ul style="list-style-type: none"> <li>Harm associated with gambling</li> </ul>		Tobacco smoking Excessive alcohol consumption	
Darebin City Council Indicators		City of Darebin Indicators	
2.8.1	Sporting groups and clubs using a Darebin facility that are free of Electronic Gaming Machine (EGM) income or sponsorship	2.8.3	Reports relating to public drinking
2.8.2	Number of programs supported, including through partner agencies that encourage smoking cessation		

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-46	Implement public health approaches to address problematic public drinking, including advocating to the State Government to prioritise health and wellbeing impacts in planning applications, to reduce the saturation of packaged liquor outlets in our city		●	●		
2-47	Support partner and local community organisations, groups, and clubs, to deliver initiatives that encourage the cessation of vaping and smoking		●	●	●	●

## Strategic Objective

### 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

Environments for Health		Modifiable Health Risks	
Economic Environment Determinants of health: <ul style="list-style-type: none"> <li>• Unemployment</li> <li>• Food security</li> </ul>		N/A	
Darebin City Council Indicators		City of Darebin Indicators	
2.9.1	Community satisfaction with the management of natural and cultural attractions, and local amenity	2.9.5	Number of local jobs by 2025
2.9.2	Procurement expenditure with Darebin businesses and suppliers	2.9.6	Number of local businesses by 2025
2.9.3	Satisfaction with industry and business programs that support the growth of our local economy	2.9.7	Number of employed residents by 2025
2.9.4	Number of community-led festivals/ events, including culturally diverse events across Darebin	2.9.8	Number and diversity of jobs
		2.9.9	Mix of businesses/industry

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-48	Develop an Economic Development Strategy, based on the principles of a circular economy, food, health, renewables, creative and digital industries, jobs of the future, and leveraging partnerships		●	●		●
2-49	Invest in economic reactivation and recovery initiatives to support existing and new industries, to ensure Darebin's economy is robust and resilient		●	●	●	●
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		●	●	●	●
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		●	●	●	●
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		●	●	●	●
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		●	●	●	●

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
	culturally and linguistically diverse peoples, young people, women, and Aboriginal and Torres Strait Islander peoples				
2-54	Deliver programs and services to build skills and resilience across a range of industries*	●	●		
2-55	Promote, support, and market Darebin's diverse business community and precincts, including our multicultural businesses and Aboriginal and Torres Strait Islander Businesses*	●			
2-56	Attract and support innovation businesses, entrepreneurship, creative industries, and the tech start up ecosystem*	●			
2-57	Deliver an expanded Activity Centres-focused program that leverages State Government funding to shape our city of the future, including revitalisation, outdoor dining and parklets, shade, cleanliness, pride, place activations and programs, and thriving retail centres	●	●		
2-58	Finalise Service Level Agreements with Darebin's four main traders associations to partner in the management of graffiti, maintenance and weeding	●	●		
2-59	Support our businesses to leverage the sustainable economy, including providing education for businesses and customers, and assisting businesses to set and achieve sustainability targets *	●			
2-60	Provide financial relief initiatives for our community by extending deferral of rate payments for our residents for 12 months (until June 2022)	●			

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Built/Physical Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
2-61	Support our community and businesses during the construction phase of the Preston Level Crossing project	●	●		
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	●	●	●	●

## Strategic Objective

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

Environments for Health		Modifiable Health Risks
Built/Physical Environment Determinant of health: • Homelessness		N/A
Darebin City Council Indicators		City of Darebin Indicators
2.11.1	Improvements in local planning controls	
2.11.2	Number of days taken to approve planning applications for home owners / small applications	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-63	Progressively improve our Darebin Planning Scheme, establishing a new Municipal Planning Strategy and undertake two new major planning reform projects		●	●		
2-64	Review our Housing Strategy and planning zones including engaging with our community on where housing and development should be, and strengthening neighbourhood character provisions		●	●		●
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>		●	●	●	
2-66	Complete our Central Preston Structure Plan		●	●	●	





## **Strategic Direction 3:** **Climate, Green and Sustainable**

Our Darebin will take urgent action on the climate emergency facing our world. We will lead and educate our community and businesses to redress the imbalance.

We will make decisions that are driven by our community. Our decisions will be transparent, and socially and equitably just. Our decisions will be equitable for our community.

We will provide and promote safe and sustainable transport across our city.

We will lead the regeneration, enhancement and protection of our natural ecosystems and biodiversity.

We will integrate ecological solutions into our built environment. We will promote sustainable development and retrofitting practices that protect our natural assets.

Our Darebin will strive for zero carbon emissions.

## Strategic Objective

### 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

Environments for Health		Modifiable Health Risks
Built/Physical Environment Natural Environment Determinant of health: <ul style="list-style-type: none"> <li>Mitigating the impact of climate change on health and wellbeing</li> </ul>		N/A
Darebin City Council Indicators		City of Darebin Indicators
3.1.1	Number of residents supported to avoid heat stress and fuel poverty	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
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		●	●	●	●
3-2	Review our Climate Emergency Plan, including in-depth engagement with our community		●	●	●	
3-3	Support our community members experiencing fuel poverty, to prevent heating and freezing		●	●	●	●

## Strategic Objective

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

Environments for Health		Modifiable Health Risks
Natural Environment Determinant of health: <ul style="list-style-type: none"> <li>Mitigating the impact of climate change on health and wellbeing</li> </ul>		N/A
Darebin City Council Indicators		City of Darebin Indicators
3.2.1	Number of indigenous plants planted	
3.2.2	% canopy cover on public land	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
3-4	Through the establishment of our Darebin Nature Plan, continue to deliver the Street Tree Planting Program, prioritising areas without coverage, areas with people experiencing disadvantage, and business activity centres*		●	●		
3-5	Through the establishment of our Darebin Nature Plan, create a roadmap to reach 40 per cent canopy cover of the city by 2050 (prioritising areas with poor coverage), and develop a Community Planting Guide in partnership with the Darebin Nature Trust		●			
3-6	Through the establishment of our Darebin Nature Plan, prioritise rehabilitating existing grasslands with cool burns*					
3-7	Through the establishment of our Darebin Nature Plan, develop universal planting standards for our city, including a process to track progress					
3-8	Acquire land to create new parks		●	●	●	●

### Strategic Objective

**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)**

Environments for Health	Modifiable Health Risks
Natural Environment Determinant of health: <ul style="list-style-type: none"> <li>Mitigating the impact of climate change on health and wellbeing</li> </ul>	N/A
Darebin City Council Indicators	City of Darebin Indicators
	3.3.1 Significant improvements in the quality of water coming into Edwardes Lake from upstream

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
3-9	Through the establishment of our Darebin Nature Plan, establish partnerships to improve the Edwardes Lake Park precinct in Reservoir, including water quality, and the quality of water across our city		●			

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4	
3-10	Through the establishment of our Darebin Nature Plan, rehabilitate Edwardes Lake and re-forest Edgars Creek in Reservoir, to achieve significant and measurable improvements in biodiversity by 2025*		●	●		
3-11	Establish and adequately resource the Edwardes Lake Taskforce to significantly improve the water quality and amenity of Edwardes Lake in Reservoir		●	●	●	●
3-12	Advocate with Melbourne Water to secure funding to improve the water quality of Edwardes Lake in Reservoir		●	●		

## Strategic Objective

### 3.4 We will reduce carbon emissions by switching to renewable energy on a large scale for Council buildings and through community focused initiatives

Environments for Health	Modifiable Health Risks
Natural Environment Determinant of health: <ul style="list-style-type: none"> <li>Mitigating the impact of climate change on health and wellbeing</li> </ul>	N/A
Darebin City Council Indicators	City of Darebin Indicators
3.4.1 % Council energy supplied from renewable sources	3.4.2 % reduction in community carbon emissions

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4	
3-13	Progressively install solar panels and batteries, and introduce other energy efficiency initiatives, into our Council buildings*		●	●		
3-14	Develop and offer to our businesses a Group Power Purchase Agreement		●	●		
3-15	Investigate and establish programs to achieve an increase in the uptake of renewable energy sources by our community and businesses		●	●		

## Strategic Objective

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

Environments for Health		Modifiable Health Risks	
Built/Physical Environment Natural Environment		N/A	
Darebin City Council Indicators		City of Darebin Indicators	
3.5.1	% of recycled or reused content used in Council-managed services	3.5.2	% reduction in total amount of waste generated

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
3-16	Develop a plan to respond to new State Government requirements for contaminated land	●		●	
3-17	Increase food waste recycling through Council's food and garden waste service	●			
3-18	Undertake waste reform and take action towards establishing a circular economy	●	●	●	●
3-19	Undertake waste charge reform in response to changing legislation and future operational requirements	●	●		
3-20	Reduce the impact of illegal dumping in our city*	●	●		



## **Strategic Direction 4: Responsible, Transparent and Responsive**

Our Darebin is responsible, and responsive, to our community's needs, now and into the future.

We will make our decisions in the best interests of our community – transparently, and with integrity.

We will manage our resources effectively, and plan for our future growth.

We will work in partnership with our community, business, and other government, to fulfill our responsibilities as the custodians of our city.

Our Darebin is progressive. Our Darebin is accountable. Our Darebin is a leader.

## Strategic Objective

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

Environments for Health		Modifiable Health Risks
Social Environment		N/A
Darebin City Council Indicators		City of Darebin Indicators
4.1.1	Victorian Auditor General's Office (VAGO) indicators: (i) liquidity; (ii) net result (iii) adjusted underlying result (iv) internal financing (v) indebtedness	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
4-1	Plan for adjustments in waste services due to the landfill levy and landfill gate fee increases (from 1 July 2021)	●	●		
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>	●	●	●	●
4-3	Develop a Revenue and Rating Plan that supports the Financial Plan and ensures fee structures support the most disadvantaged within our community, providing a guide to our budget decisions to ensure they are responsible and sustainable				●
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			●	●

## Strategic Objective

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

Environments for Health		Modifiable Health Risks	
Built/Physical Environment Determinants of health: <ul style="list-style-type: none"> <li>• Homelessness</li> <li>• Social Isolation and loneliness</li> </ul> Natural Environment		N/A	
Darebin City Council Indicators		City of Darebin Indicators	
4.2.1	Victorian Auditor General's Office (VAGO) indicator: (i) asset renewal and (ii) capital replacement	4.2.3	Occupancy of unused and underutilised buildings
4.2.2	Occupancy of unused and underutilised Council buildings		

### What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
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		●	●	●	●
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		●	●	●	●
4-7	Explore the opportunities to offer a Council building space each year to one community group or organisation, to promote cultural diversity and diversity		●	●		
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		●		●	
4-9	Develop a 10 year Asset Plan in compliance with Local Government Act 2020 requirements		●			●

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Social and Cultural Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
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	●	●	●	●
4-11	Develop a Communications Strategy that ensures our printed and digital publications feature images of people that reflect the diversity of our community, and that our Darebin Community News includes a diverse mix of language and cultural content	●	●		
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			●	●
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			●	●

## Strategic Objective

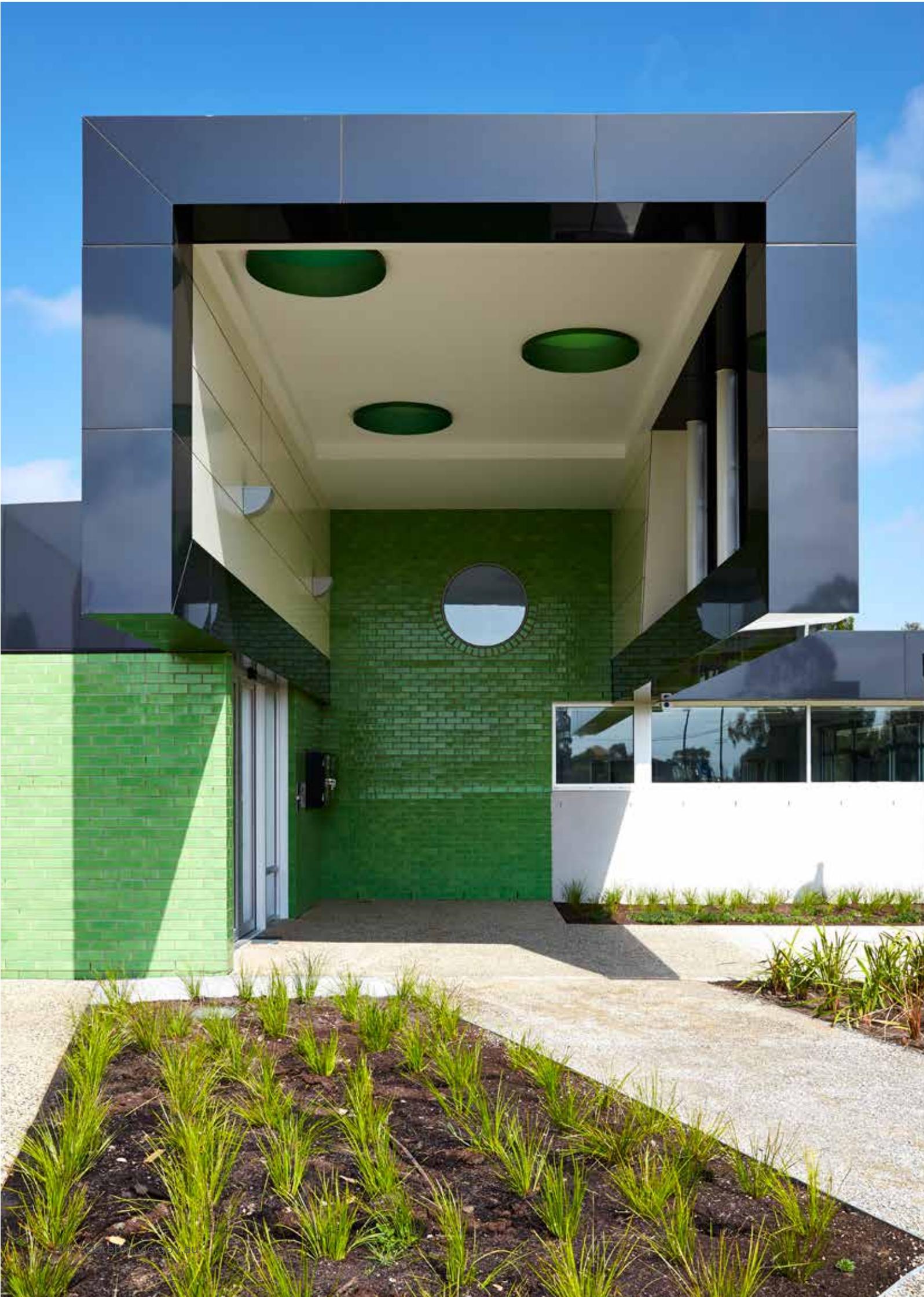
### 4.4 We will improve the effective governance and public accountability of Council

Environments for Health		Modifiable Health Risks
Social Environment		N/A
Darebin City Council Indicators		City of Darebin Indicators
4.4.1	Council decisions made at meetings closed to the public	
4.4.2	Councillor attendance at council meetings	
4.4.3	Satisfaction with council decisions	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
4-14	Improve effective governance and accountability of Council			●	●



# Our Strategies And Plans

- Aboriginal and Torres Strait Islander Employment Strategy and Action Plan 2017-2027
- Active Healthy Ageing Strategy
- Age Friendly Darebin Report
- Breathing Space – The Darebin Open Space Strategy 2019
- Climate Emergency Plan
- Community Engagement Policy 2021
- Creative and Cultural Infrastructure Framework 2018
- Darebin Design Excellence Program
- Domestic Animal Management Plan
- Early Years Infrastructure Plan 2011-2031
- Early Years Plan
- Electronic Gaming Machine Policy and Action Plan
- Gender Equity and Preventing Violence Against Women Action Plan 2019
- Graffiti Management Strategy and Action Plan 2019-2023
- Housing Strategy 2013-2023
- Libraries and Learning Strategy
- Natural Heritage Strategy 2015-2025
- Outdoor Sports Infrastructure Framework
- Public Toilet Strategy 2015-2025
- Safe Travel Strategy 2018-2028
- Ten Year Capital Works Plan 2020/2021 to 2029/2030
- Towards Equality Framework – People, Places, and Experiences
- Transport Strategy 2007-2027
- Urban Forest Strategy 2013-2028
- Walking Strategy 2018-2028
- Waste and Recycling Strategy 2020
- Youth Services Strategy



## Our Services

### For Our Community



- Pet registration and education
- Building services and planning permits
- Libraries
- Leisure and sports facilities
- Parks, gardens, and playgrounds
- Arts events, exhibitions, performances, festivals, and cultural programs
- Arts and heritage programs, including indoor and outdoor artworks
- Community safety and crime prevention programs
- Community publications, including Darebin Community News and Your Darebin
- Gender equity and violence against women awareness programs
- Waste, green waste and recycling
- Road and footpath maintenance
- Local laws education and enforcement
- Graffiti removal and prevention
- Parking permits
- Pests and pollution education
- Sustainable food and environment initiatives
- Newly arrived people and refugee support
- Environmental sustainability initiatives
- Sustainable transport opportunities
- Local amenities and facilities maintenance



### For Our Businesses

- Food and health business registrations and regulation
- Business support and education
- Business networking opportunities
- Business permits
- Food safety regulation programs
- Tobacco control

### For Our Families



- Maternal and child health services
- Street lighting and signage
- Parents education sessions
- Kindergarten and childcare registration for community-managed services
- Immunisation
- School crossing supervisors
- Youth engagement programs
- Family services
- Playgroups and toy library

### For Our Older People and People with a Disability



- Assessment for aged and disability services
- Social support groups
- Navigation support for older residents
- Domestic assistance
- Personal care
- Flexible respite care
- Delivered meals (meals on wheels)
- Community transport
- Home maintenance
- Funding and support of older adults groups and clubs
- Access to senior citizen facilities
- Information, advocacy and support of individuals and groups accessing aged and disability programs
- Older persons housing sponsorship program

# Glossary

Term	Definition
Annual Report	A publication that monitors and reports back to our community on how we are going with each year of our Council Plan actions and Budget performance.
Budget	A publication that sets out how we will fund each year of Council Plan actions, including all the current services and facilities we provide.
Darebin 2041 Community Vision	A statement that sets our horizon 20 years into the future, on the community we want to be in 2041. Under the <i>Local Government Act 2020</i> , a community vision must be informed and shaped via a deliberative process, meaning our community is heavily involved in shaping the vision.
Council Plan	A four-year strategic plan that sets our Council's direction, objectives, strategies, and priority actions, and includes our Municipal Public Health and Wellbeing Plan.
Darebin City Council	The Council that is formed by elected representatives to govern the City of Darebin, and the organisation that implements the Council's decisions and provides services to the community.
Darebin Deliberative Panel	The Panel formed by 39 Darebin residents and business owners, of different ages, genders, nationalities and experiences, to develop the Community Vision.
The City of Darebin	The municipality of Darebin.
Municipal Public Health and Wellbeing Plan	A four-year strategic plan that provides information and analysis on the health status of the Darebin community, and sets actions to enable residents the opportunity to improve their health and wellbeing. This plan is embedded in the Council Plan.
People	Community members of the City of Darebin.

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## CITY OF DAREBIN

274 Gower Street, Preston  
PO Box 91, Preston, Vic 3072  
**T** 8470 8888 **F** 8470 8877  
**E** [mailbox@darebin.vic.gov.au](mailto:mailbox@darebin.vic.gov.au)  
[darebin.vic.gov.au](http://darebin.vic.gov.au)

 **National Relay Service**  
[relayservice.gov.au](http://relayservice.gov.au)

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**T** 8470 8470

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