

COUNCIL PLAN ACTION PLAN 2022-2023

END OF YEAR REPORT Q4

the place
to live



INTRODUCTION

Welcome

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

Council has committed to four directions that will guide our actions and resources over the next four years:

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

For more detail on the Council Plan, go to www.darebin.vic.gov.au/About-Council/Council-structure-and-performance/Council-plan

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

We invite you to read on to see what we’ve done to implement the Council Plan in the fourth quarter of the 2022-23 financial year.

INTRODUCTION

How to Read This Report

This document outlines our progress in completing the Council Plan Action Plan 2022-23.

There are four sections to this report:

The first section provides an overview of the 10 Big Action themes, specific links to the individual actions and an aggregated percentage of the progress completed to achieve the big action theme.

Section two provides the quarter four action commentary and progress status for the 202 actions from the 2022-23 Council Plan Action Plan. The actions are arranged by Council Plan strategic direction/objective and have commentary that outlines the progress against of that action as at 31 March 2023.

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

Section four is the status of Council Resolutions report which provides a summary of the organisation's progress in implementing Council's decisions for the 2022-23 financial year.

Darebin at a Glance

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

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

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

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

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

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

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

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

However, in September 2022, our unemployment rate was 4.4 per cent. This is higher than Greater Melbourne (4.2 per cent), and significantly higher than Victoria overall (3.9 per cent).

10 BIG ACTIONS

Big Action Number	Council Plan Strategic Action Numbers	Big Action Description
BA1	2-11 2-26	Build Infrastructure for the future by developing Northcote Aquatic and Recreation Centre, redeveloping BT Connor Pavilion in Reservoir, and building Darebin Intercultural Centre in Preston.
BA2	2-2 2-3 2-6	Plan infrastructure for decades to come by redeveloping Reservoir Leisure Centre, activating Edwardes Lake Boat House in Reservoir, building new kindergarten facilities, and undertaking a feasibility study for a Global Learning Hub in Preston.
BA3	2-16 3-1 3-2 3-19 3-24	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 programs aimed to improve safety for people cycling, walking and wheeling, increasing active travel which will also reduce transport emissions.
BA4	1-32	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.
BA5	1-22 1-24 2-44 2-47	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.

10 BIG ACTIONS

Big Action Number	Council Plan Strategic Action Numbers	Big Action Description
BA6	2-59	Champion local business and creative industries by providing support with COVID-19 recovery, facilitating the establishment of a Darebin Chamber of Commerce, and improving the lighting and safety of our retail precincts and business activity centres.
BA7	1-9 1-13 1-44	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 achieving Rainbow Tick accreditation (best practice in LGBTQIA+ inclusion) for our services and activities.
BA8	2-37 4-18 4-19	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.
BA9	3-7	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.
BA10	1-19 2-6	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, expanding aged care direct services, and registering to become a home care package provider.

Council Plan

1.0: Vibrant, Respectful and Connected

1.1: We will develop partnerships with organisations from across our city, to value and include Aboriginal and Torres Strait Islander peoples and people from multicultural and diverse backgrounds

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-1] Develop a partnership with Multicultural Arts Victoria to deliver artistic opportunities for Darebin's communities	Develop and deliver a Darebin Creative Licencee Programming Forum to support new creative collaborations with organisations in residence across our arts centres	Joint programming forums with Multicultural Arts Victoria (MAV) have continued this quarter. The final meeting for the financial year was held on 3 May 2023. Collaborative projects with Speak Percussion, MAV and LaBoite were delivered at Darebin Arts Centre in April and a number of other projects are in development for 2023-24. Arts Access Victoria continue to locate the Nebula project in residence at Bundoora Homestead Arts Centre. This action will now be progressed through business as usual activities going forward.		Completed
	[1-2] 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	Collect diversity of participation data from sports clubs and associations that access Council facilities, and collaborate with these users to increase participation of diverse groups	Our sports clubs supported 12,062 participants across 2022-23, which is 3% growth from last year. Addressing participant diversity: 158 are all abilities, 399 from Aboriginal and/or Torres Strait Islander backgrounds, and 2,714 are women and girls.		Completed
		Apply an Equity Impact Assessment to all sporting infrastructure projects in the 2022/23 Capital Works Plan	Equity Impact Assessments have been completed for all projects currently underway.		Completed

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Through the review of the Outdoor Sporting Infrastructure Framework, review sportsfield lighting priorities and apply a gender equity lens to support gender inclusive infrastructure priorities	The Outdoor Sports Infrastructure Framework Review, including sports field lighting and gender inclusion has progressed following Council's approval of the 2023-24 budget and realignment of Council's long-term financial plan. Further work will be undertaken on this in 2023-24 to align this work with Council's established asset management policy and asset management plans which are currently under development.		Completed
		Through the review of the 10 year Capital Works Program, undertake an equity impact assessment and review aligned to the 10 year Asset Plan, Gender Equality Action Plan, Outdoor Sporting Infrastructure Framework and Toward Equality Framework	Through the development of 10 year Capital Works Program consideration was given to equity across the municipality. There was not sufficient time for an equity impact assessment to be undertaken.		Not Completed
		Investigate and prioritise short term actions available to address gender equity in outdoor sporting infrastructure changing facilities	The design processes for both John Hall Pavilion and KP Hardiman Pavilion redevelopments have progressed with a focus on gender inclusion. The Outdoor Sports Infrastructure Framework review increased the gender inclusion lens to determine the priorities of sporting infrastructure works. Council is rolling out the State Government Fair Access Policy Roadmap which supports our gender inclusion focus.		Completed

Completed Not Completed Deferred Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-3] 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	Implement a new Sports Club Performance Subsidy Program that incentivises and rewards club development and inclusion initiatives for Aboriginal and Torres Strait Islander peoples, women, girls, people of all abilities, multicultural and diverse communities	The performance subsidy program incentivised diversity and inclusion sports participation in 2022-23. The review of the program continues and recommendations will be presented to Council for consideration in 2023-24.		Not Completed
	[1-4] Develop a memorandum of understanding with Aboriginal Housing Victoria (AHV)	Implement the Memorandum of Understanding and associated action plan with Aboriginal Housing Victoria	The Memorandum of Understanding (MOU) with Aboriginal Housing Victoria (AHV) was officially signed in November 2022. The four year MOU is implemented through rate concessions for 87 AHV properties in Darebin and an action plan which focuses on increasing Aboriginal Housing Victoria renters' wellbeing, participation and inclusion in Council services and programs. This action will be progressed as part of business as usual activities going forward.		Completed
	[1-5] Work with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to progress "decolonising" Bundoora Park, including the farm and homestead	Implement and continue to identify initiatives to decolonise Bundoora Park, in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation	De-colonising initiatives at Bundoora Park continue to be delivered including utilising the advice from the Wurundjeri NARRUP Rangers who work alongside Council staff in the park management. A launch of the Bundoora Park Truth telling displays is being led by consultation with Traditional Owners and will be held during NAIDOC week. The work to progress the decolonisation of Bundoora Park will continue in 2023-24.		Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-6] Develop partnerships with local Aboriginal community-controlled organisations to enhance our work towards mutual goals	Continue to work with, support and strengthen partnerships with local Aboriginal community-controlled organisations and local Aboriginal services.	Consultation with local Aboriginal Community Controlled Organisations (ACCO) has included the following organisations - Dardi Munwurro, Victorian Aboriginal Health Service, Ngwala, Link-Up Vic/ Victorian Aboriginal Child Care Agency (VACCA), Margaret Tucker Hostel, William T Onus, Aboriginal Advancement League and the Elizabeth Hoffman House. A number of ACCO located in Preston have also been involved in discussions to identify future partnership opportunities with Council.		Completed
	[1-7] Work with the Darebin Aboriginal Advisory Committee (DAAC), the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, and local Aboriginal organisations, to respond meaningfully and comprehensively to the six key requests of DAAC's Our Black Lives Matter statement to Council	Implement responses to the six key requests of Darebin Aboriginal Advisory Committee's Our Black Lives Matter statement to Council through the implementation of the Aboriginal Action Plan 2022-2025	The 'Our Black Lives Matter' Statement has been integrated into the draft Aboriginal Action Plan as a key priority. This approach has been endorsed by the Darebin Aboriginal Advisory Committee. The draft Aboriginal Action Plan will be progressed further in 2023-24.		Completed
	[1-8] 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	Identify local partners and support the delivery of two initiatives to increase awareness of bowel cancer with a particular focus on underrepresented groups undertaking bowel cancer screening, and improve community understanding of the benefits of screening	Council continues to work with the Cancer Council of Victoria and community health organisations to increase awareness of bowel cancer. Three hundred community members received information on bowel cancer screening via the East Preston Community Centre newsletter. In June to mark Bowel Cancer Awareness Month a social media campaign included a call to action for residents aged 50 years and above to undertake a screening test.		Completed

 Completed  Not Completed  Deferred  Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-9] Develop the Disability Action Plan to improve access to services and infrastructure for our residents and visitors	Implement actions outlined in the 2021-2026 Disability Action Plan	A two year implementation plan responding to the priorities of the community led vision in the Darebin Access and Inclusion Plan 2021 - 2026 is currently under development to improve access to services and infrastructure. In partnership with Writers Victoria, Council delivered a 'Writeability' program at the Preston Library. With the assistance of the Darebin Disability Advisory Committee, in June a disability pride mural has been installed on the Preston Library. An event will be held to launch the mural, celebrate the achievements of the 'Writeability' participants and recognise disability pride month.		Completed
	[1-10] Develop programs to support international students living in Darebin	Develop a project plan to implement programs to support international students living or studying in Darebin	A project plan has been developed with an initial focus on a dedicated web page for international students in Darebin that includes information on Council support services. The focus of the project will be to explore opportunities to collaborate on activities and events and provide support for international students in partnership with local educational institutions. It also seeks to find opportunities for international students to engage in Council services and activities. This work will continue as part of business as usual activities.		Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-11] Develop 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	Pilot and deliver a school program to support middle years students (later primary school, and early secondary school-aged) from Darebin schools to connect with each other, and act on systemic racism issues together, to support student voices.	A Grade 6 Antiracism Workshop was delivered to 188 students and 21 teachers across 8 Darebin primary schools on Monday 22 May 2023. Preparatory information sessions were delivered to East Preston Islamic College, Maharishi School, St Joseph's Primary, and Reservoir Views Primary. Follow-up sessions were delivered to Maharishi School, Westgarth Primary, Reservoir East Primary, and St Joseph's Primary. Feedback from participating students and teachers will be compiled in July.		Completed
	[1-12] Develop a Cultural Diversity Action Plan to significantly improve access to services and infrastructure for multicultural communities	Using audit data, draft a Cultural Diversity Action Plan, including an implementation plan to increase access of culturally and linguistically diverse communities to Council venues, and encourage participation in Council services.	Data collection and mapping of existing services and infrastructure continues through the Welcoming Cities Accreditation. This work will support and inform a draft Cultural Diversity Action Plan. This project was deferred by Council in quarter 3. Funding to progress the development of a draft Cultural Diversity Action Plan has been provided in the 2023-24 Budget that was adopted by Council on 26 June 2023.		Deferred

 Completed  Not Completed  Deferred  Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-13] Work towards the Rainbow Tick accreditation (best practice in LGBTQIA+ inclusion) for Council's services and activities	Implement the Rainbow Tick accreditation project plan and commence accreditation for services identified as pilot sites	Work continues on evidence gathering of policies and procedures, initiatives and programs.		Completed
	[1-14] Offer co-working spaces at our arts centres in Darebin	Deliver licenced spaces, artist residences and flexible co-working spaces at our arts centres.	Council hosts two licencees in Arts Precincts venues providing co-working spaces and artist support. Municipal Association of Victoria (MAV) is currently also being supported with some co-working space at Darebin Arts Centre while occupancy issues are being worked through at Northcote Town Hall Arts Centre. Thirteen projects have been supported in the development program in the year to date, supporting a number of local artists and companies to develop new works. This action will be progressed as part of business as usual activities going forward.		Completed
	[1-15] Support social enterprises that wish to work in our city, and with our Council - one per year	Support the development of at least one social enterprise in Darebin	A feature length documentary produced by Jobs for the Future team was completed and screened at a networking event May 9 2023. The screening event was held at the Thornbury Picture House and attracted a diverse audience. The screening was complemented by a panel discussion that featured two of the social enterprises who talked about their experience of sustaining a social enterprise. The screening event was the culmination of a long term strategy to support nine social enterprises in Darebin during the last 12 months. This action will be progressed as part of business as usual activities going forward.		Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-16] Provide financial and in-kind support to neighbourhood houses that bring our diverse people together	With neighbourhood houses, design an approach to provide funding and in-kind support in line with the partnership agreements	All funding agreements with Neighbourhood Houses within the Darebin Network have been aligned to the Council Plan. Outcomes will be reported in relevant Council Plan actions. This action will be progressed as part of business as usual activities going forward.		Completed
	[1-17] Launch Council's new website, with improved access functionality for people from diverse communities	Introduce user accounts for households to provide full overview on service interactions with Council, with the benefit of translations and accessibility features.	Investigation has concluded that it is not possible to introduce accounts for households with current system capabilities. This action has been incorporated into the drafting of the IT Strategy. Alternative action has been taken to improve functionality, accessibility and self service, aligned to the strategic action of the Council Plan. We have expanded self serve options for customers through a range of e-services as well as more than 50 online forms across all service areas. This action was discontinued in Q1 2022-23.		Discontinued
		Deliver improved functionality to enable end to end service delivery through the website for high volume service transactions	Project has been completed and has delivered improved functionality allowing customers to self serve a range of requests, as well as automated translations for non-English speaking members of the community.		Completed
	[1-18] Develop a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of LGBTIQA+ communities and work to combat homophobia, biphobia and transphobia	Develop and commence implementation of a Sexuality, Sex and Gender Diversity Action Plan, to support the inclusion, rights and wellbeing of LGBTIQA+ communities and work to combat homophobia, biphobia and transphobia	This work is supported by the Rainbow Tick Accreditation. Next in the development phase of the action plan will be internal and external consultation. This project was deferred by Council in quarter 3. Funding to progress the development of a draft Sexuality, Sex and Gender Diversity Action Plan has been provided in the 2023-24 Budget that was adopted by Council on 26 June 2023.		Deferred

Completed Not Completed Deferred Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-19] Deliver Age Friendly Darebin, expand aged care direct services, and register Council to become a home care package provider	Complete the registration process for Home Care Packages	Registration approved 14/03/2023.		Completed
		Complete project to ready Council services for the Support at Home Program	Work continued to prepare for the upcoming reforms which the Commonwealth Government has outlined now will not commence until 1 July 2025. Officer participation in all Commonwealth Government, Aged and Community Care Providers Association (ACCPA), Municipal Association of Victoria (MAV) and Ministerial forums regarding the forums continues.		Not Completed
		Review and implement the Age Friendly Darebin Plan year three actions and develop the year four action plan	Age Friendly Darebin (AFD) Year 3 Action / progress report has been finalised. The four year progress report is yet to be developed for 2023. Strengthening the role of Active and Healthy Ageing Advisory Committee (AHAAC) in the oversight and input into goals associated with this report will be explored.		Completed
	[1-20] Facilitate and support volunteer opportunities with Council across our diverse communities, to strengthen community connection and skills development	Implement the Four Year Volunteer Program to facilitate an increase in connectedness of our diverse communities and to provide opportunities for participants to develop new skills	All actions have been completed. National Volunteer Week (NVW) morning tea was a great success. Volunteer onboarding process has been reviewed and stakeholder engagement has been undertaken. Centralised volunteer database is working well. Volunteer orientation module is also well underway.		Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Deliver at least one project to increase community volunteering in East Preston and East Reservoir, with a focus on supporting positive mental health	The 'Together Project' volunteers organised an event called 'Belonging' which brought community together at Greenbelt Reserve. Over 200 people attended the festival which contributed to the social and emotional wellbeing of the residents living in the East Preston and East Reservoir neighbourhoods.	●	Completed
	[1-21] Increase the access of culturally and linguistically diverse and diverse communities to Council venues, and encourage participation in Council services (where participation rates are low)	Implement Cultural Diversity Action Plan initiatives to increase access of culturally and linguistically diverse communities to Council venues and encourage participation in Council services	The scoping of the Cultural Diversity Action Plan will be supported concurrently with the Welcoming Cities Accreditation. The integration of data and evidence gathering process during the Welcoming Cities project phase will inform the draft Cultural Diversity Action Plan. This project was deferred by Council in quarter 3. Funding to progress the development of a draft Cultural Diversity Action Plan has been provided in the 2023-24 Budget that was adopted by Council on 26 June 2023.	●	Deferred
		Improve access to Darebin Library services by offering amnesty on fees for late items	The fine amnesty continued to 30 June 2023 and has been successful in reengaging lapsed members and empowering those previously concerned about fines to use our libraries. Overdue fines have been removed for 2023-24 financial year.	●	Completed
	[1-22] Work in partnership to address the digital divide for public housing and high-risk accommodation residents, culturally and linguistically diverse communities and other excluded groups, including those impacted by COVID-19	Complete the assessment of the pilot Digital Divide Program in East Preston to inform the implementation of further programs that address the digital divide and increase inclusion	The Digital Divide Program has been delivered at East Preston Community Centre in partnership with Bridge Darebin. The program delivered content which was flexible across a range of settings with bilingual facilitators and included structured programs and drop in sessions at East Preston Community Centre and Neighbourhood Houses.	●	Completed

● Completed ● Not Completed ● Deferred ● Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-23] Provide grants, and deliver and facilitate programs, services, and events that address loneliness, through supporting socialconnectedness and positive mental health	Deliver two projects that support mental wellbeing and address social isolation	Council continued to deliver programs that aimed to address social isolation for young people including: Good Game, which provides a safe, welcoming and inclusive environment for young people to build social connections through the medium of gaming, and; ACCESS, which provides a safe space for young people 12 - 25 to catch up, relax, participate in daily activities and programs or seek support from the many support services on site including but not limited to local health services, legal aid and housing support. In partnership with community organisations, Council funded projects to address mental health and social isolation with Neighbourhood Houses.		Completed
	[1-24] Work with our sporting and recreation clubs to increase access and participation of people from culturally diverse and disadvantaged backgrounds	Develop Diversity Action Plan templates for Darebin's community sports clubs and collaborate on initiatives that promote inclusive sports club environments	The development of diversity action plans with sports clubs has not progressed and will be reconsidered for implementation in 2023-24. The Get Active in Darebin Program focuses on increasing diverse participation through various programs including: rainbow gym for our LGBTIQ+ community; all abilities golf; football and soccer programs targeting girls between 12-18 years old; multicultural footy for fun; and wheelchair dance and roll.		Deferred
	[1-25] Increase the opening hours of Reservoir Library to include Sundays (to align with the opening hours of Northcote and Preston libraries)	Continue to deliver extended opening hours at Reservoir Library to include Sundays	Reservoir Library continued to open from 1-5pm each Sunday and experienced a slow and steady increase in attendance. Darebin Libraries continue to plan for targeted events to raise awareness of Sunday opening hours.		Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-26] Provide the Libraries After Dark program at Reservoir and Preston libraries	Continue to deliver the Libraries After Dark program at Reservoir and Preston Libraries	Libraries After Dark continued at both Preston and Reservoir Libraries with a range of free events to activate the spaces, including movie nights, author talks, health and wellness workshops, and Makers Corner craft sessions. The team continues to explore activation opportunities to increase awareness and attendance.		Completed
	[1-27] Provide sports grants to encourage increased participation of women, girls, people of all abilities, multicultural and Aboriginal and Torres Strait Islander peoples, in community sports	Deliver a sports grants program focused on supporting initiatives that increase inclusive participation and club development	Two rounds of sports grants were completed during 2022-23. Twenty-one sports clubs were approved for funding. Council resolved not to continue the sports grant program for 2023-24.		Completed
	[1-28] Advocate to state and federal governments to increase investment in early intervention and tertiary mental health services	Deliver at least two advocacy initiatives to State and Federal Governments to increase investment in early intervention and tertiary mental health services, as aligned to Council's Advocacy Strategy	This year Council worked collaboratively with the Northern Councils Alliance to advocate for an increased focus on mental health prevention across the region, and funding and services to improve and support mental health and wellbeing activities. In October 2022, the Northern Councils Alliance launched its 2022-2023 Advocacy Priorities, which included an increased focus on mental health prevention across the region, and funding and services to improve and support mental health and wellbeing activities. Council continued to advocate for investment in early intervention and increases in mental health services in Darebin.		Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-29] 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	Support the delivery of two initiatives that provide health information to communities	A regular Health Kiosk has been established at the East Preston Community Centre. Local residents are able to receive blood pressure checks and receive referrals to community health organisations. Information on Bowel Cancer has been provided to community members through the Council newsletter. COVID-19 and Monkeypox vaccination information and clinics have also been promoted to the community.		Completed
	[1-30] Work in partnership to deliver initiatives that reduce the stigma associated with mental ill-health, through awareness and education	Support the delivery of two initiatives that reduce the stigma associated with mental ill-health, through awareness and education	Jika Jika Community Centre and Reservoir Neighbourhood House continued to implement council funded projects to reduce loneliness and improve mental health issues of disadvantaged communities.		Completed

 Completed  Not Completed  Deferred  Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-31] In consultation with the Darebin Aboriginal Advisory Committee, continue to implement and expand our Aboriginal Employment Strategy and Aboriginal Action Plan	Work with the Darebin Aboriginal Advisory Committee to finalise and commence implementation of a new Aboriginal Action Plan	A draft Aboriginal Action Plan has been developed with the Darebin Aboriginal Advisory Committee. It is expected that community engagement will occur in 2023-24 and implementation in future years.		Not Completed
		Work with the Darebin Aboriginal Advisory Committee to identify new opportunities to support pathways to employment and retention for Aboriginal and Torres Strait Islander peoples	We have implemented and are currently running Aboriginal and Torres Strait Islander Cultural Awareness Program. Our Aboriginal Employment Programs Officer is on board and working through a revised employment pathway plan. We have also adopted a Cultural Leave policy for Aboriginal & Torres Strait Islander staff. All Aboriginal employment strategies are currently being tracked by our procurement team.		Completed
	[1-32] Develop a partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to support the delivery of mutual goals	Jointly design and implement a respectful partnership agreement with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation	Council continues to undertake preparatory work for the development of a respectful partnership agreement with Traditional Owners. This action has been carried forward to the 2023-24 Council Plan Action Plan and will continue for the duration of the Council Plan.		Not Completed
	[1-33] Through the establishment of our Darebin Nature Plan, begin discussions with Traditional Owners to understand the feasibility and resources required for Council to hand back land and responsibility for land management	Continue to develop a relationship with Narrap to understand feasibility and resources required for joint land management	Partnership with Narrap has continued to evolve in 2022-23. Joint projects have been established with both Narrap and Council working alongside each other on country. Bundoora Park Grasslands and Ngarri Djarang Grassland were two of the primary sites where ecological and restoration works were undertaken. New sites are being identified for the 2023-24 FY to continue the partnership.		Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-34] Deliver initiatives that support truth telling, and provide opportunities for culturally diverse communities, and our broader Darebin community, to learn about Aboriginal and Torres Strait Islander culture and history	Deliver initiatives to support truth telling and provide communities opportunity to listen, learn and understand Aboriginal and Torres Strait Islander culture and history, including the annual Ganbu Gulin One Mob event	The work with decolonising Bundoora Park is continuing with Wurundjeri Woi wurrung Traditional Owners Corporation. Elders are involved in the ongoing storyline and development of the Wurundjeri Woi wurrung space at Bundoora Park. The truth telling display will be launched as part of NAIDOC week. Other initiatives this year included the annual Yarning Conference for 430 Grade five students and the Ganbu Gulin event as part of FUSE festival.		Completed
		Deliver the Schools' NAIDOC Yarning Conference	Over 430 Year 5 students from a number of Darebin primary schools participated in the fifth Darebin Schools' NAIDOC Yarning Conference. Over 25 Aboriginal cultural educators led the teaching and learning. Partnerships continue to strengthen with the Clothing the Gaps, Yoorrook Justice Commission, Wurundjeri Woi-wurrung Cultural educator Mandy Nicholson, Djirri Djirri Dance, NARRAP, The Long Walk, 3KND and Reconciliation Victoria all being part of this program. This is key way Council is supporting schools to embed teaching of history, culture and truth-telling in curriculum. Council has developed videos that focus on the voices of the students themselves about the theme Get UP! Stand UP! Show UP!		Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Through the review of Council's Road and Place Naming Policy, incorporate naming priorities that reflect Wurundjeri Woi-wurrung language of the Traditional Owners and the cultural heritage and diversity of Darebin's migrant communities	The Place and Road Naming Policy was adopted by Council on 24 April 2023, following community consultation. The Policy identifies the priorities for naming that reflects Wurundjeri Language, Names and First Nations heritage, in consultation with the Wurundjeri Woi-wurrung Heritage Corporation; naming that reflects our migrant and culturally diverse communities and their cultural heritage and naming associated with diversity, equity, social justice or community leadership within our community. Where naming is associated with an individual, 75% will be significant women.		Completed
		Explore the potential for renaming places to align with Council's priorities following the adoption of the revised Road and Place Naming Policy	Renaming opportunities were identified in the Council Report for the adoption of the Place and Road Naming Policy and referred to the development of the 2023-24 Council Plan Action Plan.		Completed

Completed Not Completed Deferred Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-35] Increase support to Aboriginal community-controlled organisations by incorporating a specific funding stream into our Community Grants Program	Develop and implement a Community Grants Program funding stream in partnership with the Darebin Aboriginal Advisory Committee and Aboriginal community-controlled organisations within Darebin	<p>Consultation began in February 2023 with the following three organisations:</p> <p>Victorian Aboriginal Childcare Agency VACCA); Dardi Munwurro - Indigenous Leadership Training and Coaching; and, Ngwala Willumbong Aboriginal Corporation.</p> <p>Progress against the workplan was reported to DAAC at the March committee meeting. The consultation target is ten organisations. As of June, five consultations, including 3KND and Maysar, have been completed. Consultation will continue with other Aboriginal organisations over the coming months.</p> <p>To ensure the grant stream is established correctly, this action will not be complete until quarter 1 of the new financial year. Funding for this grants program has been allocated in the Grants Budget for 2023-24.</p>		Not Completed

 Completed  Not Completed  Deferred  Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-36] Initiate an annual cultural diversity and social cohesion oration as part of the FUSE festival	Deliver a Cultural Diversity and Social Cohesion Oration as part of the FUSE Festival	The Molly Hadfield Social Justice Oration was presented in partnership with The Wheeler Centre at Preston City Hall on Wednesday 15 March 2023 from 6pm-9pm. Opened by Mayor Julie Williams, MC'd by Leah Avenue, Oration by Namila Benson, renowned television presenter and author, as well as Youth Orator Zuva Goverwa. Both presented ideas on being artists and women of colour and navigating Australian arts and media industries. Approximately 85 people attended. Catering was provided by the Asylum Seekers Resource Centre. The event was a fantastic success. Council have also provided funding in 2023-24 to progress a cultural diversity and social justice oration in addition to the Molly Hadfield Oration.		Completed
	[1-37] In Partnership with Multicultural Arts Victoria (MAV), deliver a closing event for the Spring FUSE Festival at Edwardes Lake Park that showcases culturally diverse artists, music and performances	In Partnership with Multicultural Arts Victoria, deliver a featured event for the Autumn FUSE Festival at Edwardes Lake Park	FUSE and MAV presented Out of the Park Picnic on 12 March as part of the opening party for FUSE Autumn 2023. Opening with an Acknowledgment of Country by MC Queen Acknowledgments, with welcome speeches by Mayor Julie Williams, Hon. Nathan Lambert Member for Preston, and Co- CEO of MAV. Zii Nzira. ARIA-nominated Noongar/Gumbayggirr singer and songwriter Emma Donovan the Putbacks headlined with Dorsal Fins, DJ Jumps, Quarter Street and more. With interactive drumming led by FUSE Curator Shabba of African Star Dance, Out of the Park presented a safe and inclusive opportunity to soak up the skills of our uniquely diverse community in a laid back style. About 2400 people attended the event across the afternoon. This event was free and accessible.		Completed

 Completed  Not Completed  Deferred  Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-38] Continue to implement and evolve our Gender Equality and Preventing Violence Against Women Action Plan, using an intersectional approach	Implement and expand our Gender Equality and Preventing Violence Against Women Action Plan, using an intersectional approach	Council contributed to the development of the Building a Respectful Community Action Plan 2022-2024, a project led by Women's Health in the North. The Gender Equity Advisory Committee provided input into the 16 Days of Activism event planning for 2023. Darebin's Family Violence Network was convened in April and June 2023. In May, we launched the People Matters Survey for all Darebin staff. The survey will provide disaggregated gender identity data which will assist tracking progress against Council's Gender Equality Action Plan objectives. Youth Services Decibels Program and Reservoir Leisure Centre staff representatives participated in Rainbow Tick Accreditation project working groups to improve their services for LGBTQIA+ staff and community members.		Completed
	[1-39] Implement our responsibilities under the Gender Equality Act 2020	Implement the Gender Equality Action Plan	Steering committee and working groups are meeting regularly. People Matter Survey has been sent out to all staff. Activities are underway.		Completed
		Operationalise the Gender Equality Act 2020 through the application of Equity Impact Assessment (incorporating the Gender Impact Assessment) to all major projects and policies	Forty-nine Equity Impact Assessments (EIAs) - incorporating the legally mandated Gender Impact Assessments (GIAs) - were undertaken this year. Projects included: the Darebin Planning Scheme, Your Street Your Say, Lease Renewal for Early Years Services in Council Buildings, the Climate Emergency Strategy, social media policy, resident parking permit policy, various events, programs and communication, leasing and licensing policy, as well as several internal policies.		Completed

 Completed

 Not Completed

 Deferred

 Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-40] 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	Continue to gather data about gendered experience in public spaces and use this to inform community safety initiatives	This year Council has applied an informed understanding of gendered experiences of safety in public spaces in planning and advocating for safety improvements through audits of the Merri Creek (Section near Sumner Ave), Gilbert Village, Gilles Street Car Park and All Nations Park.		Completed
	[1-42] Continue to support regional work to promote women's sexual and reproductive health, and advocate for a dedicated sexual and reproductive health service in the Northern region	Deliver two advocacy initiatives and support one regional project in line with Women's Health In the North's (WHIN) regional strategy, to promote women's sexual and reproductive health	Council continued to work in partnership with community health organisations to promote women's sexual and reproductive health. Council also ran the weekly 'Girls Aloud' program at The Youth Hub, providing a safe space for women to socialise and seek support in a welcoming environment and increase the uptake of women's health services. Council also hosted the annual Molly Hadfield Social Justice Oration to mark International Women's Day, which aims to raise awareness and take action against gender-based discrimination and violence.		Completed

 Completed  Not Completed  Deferred  Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-43] Continue to implement our Towards Equality Framework and Equity Impact Assessment to address inequities in the distribution of resources, and ensure the needs of our most vulnerable people are prioritised	Continue to implement Equity Impact Assessments (embedding Gender Impact Assessments) for applicable projects and policies, to address inequities in the distribution of resources, and ensure the needs of residents experiencing disadvantage and discrimination are prioritised	Forty-nine Equity Impact Assessments (EIAs) - incorporating the legally mandated Gender Impact Assessments (GIAs) - were undertaken this year. Projects included: the Darebin Planning Scheme, Your Street Your Say, Lease Renewal for Early Years Services in Council Buildings, the Climate Emergency Strategy, social media policy, resident parking permit policy, various events, programs and communication, leasing and licensing policy, as well as several internal policies.		Completed
	[1-44] Work with the Darebin Ethnic Communities Council, our community, and local organisations, to create projects twice a year that foster respect and address systemic racism	Finalise the baseline data set regarding the experience of racism in Darebin	Council has confirmed their partnership with Victoria University to deliver data collection exercises by November 2023 to establish baseline data of experiences of racism in Darebin. Funded by VicHealth, the project is called Understanding Reporting Barriers and Support Needs of People Experiencing Racism. This work will continue in 2023-24 as 'business as usual'.		Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		<p>Design and commence implementation of a program to address systemic racism and discrimination in partnership, and co-design projects with community organisations</p>	<p>Council, in partnership with the Victorian Aboriginal Education Association Incorporated (VAEAI), promoted support towards Victorian state's structure of reporting racism or religious discrimination in Darebin schools, in conjunction with the Darebin Education Network and 188 Grade 6 Antiracism workshop participants. In partnership with Victoria University, Council will collaborate on the 'Understanding Reporting Barriers and Support Needs of Those Experiencing Racism'. This project includes co-designing focus groups with community organisations and is expected be completed by November 2023.</p> <p>Planning for the NAIDOC Yarning Conference 2023 has commenced in collaboration with schools, local Elders, and Clothing The Gaps. This will also inform how Council addresses issues of systemic racism and discrimination.</p>		Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Develop and implement events and campaigns which build respect and seek to address racism and racial discrimination	In March, Council officially opened the new Darebin Intercultural Centre, a place where people can cultivate mutual respect for each other's cultures and identities through planned activities, programs and events. The Open Day showcased Darebin's multicultural community organisations and producers. In partnership with schools, Council held the annual NAIDOC Yarning Conference and an Antiracism workshop. Council acknowledged the International Day for the Elimination of Racial Discrimination and, for Refugee Week hosted and supported events, produced a video and social media promotion. The Molly Hadfield Social Justice Oration event featured a thought-provoking dialogue on racism and anti-racism. Regular Conversation Cafe sessions held at the libraries, and programs at East Preston Community Centre assisted with building and fostering cultural safety and respect with residents.	●	Completed
	[1-45] Continue to implement the Welcoming Cities Standard, with the aim of becoming a 'Mentoring' level Council	Take actions towards achieving the Welcoming Cities Standard 'advanced' and 'excelling' levels by June 2023	During 2022-23, Council commenced collecting evidence to assist with the Welcoming Cities accreditation across 60 standards. In order to achieve accreditation, each standard requires the provision of three types of evidence across three areas of Council's work - internal, policy and community outcomes. Accreditation will be progressed in 2023-24.	●	Completed

● Completed ● Not Completed ● Deferred ● Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Establish design principles by June 2023 to ensure all future and, where possible, current Council buildings and facilities meet the needs of culturally diverse communities	This project was deferred by Council in quarter 3. Funding to progress the development of a draft Cultural Diversity Action Plan has been provided in the 2023-24 Budget that was adopted by Council on 26 June 2023.		Deferred
	[1-46] Work with our local organisations to create an active Community Leader network comprising community leaders from our culturally diverse communities	Formalise a Community Leader network comprising community leaders from our culturally diverse communities	This project was deferred by Council in quarter 3. Funding to progress the development of a draft Cultural Diversity Action Plan has been provided in the 2023-24 Budget that was adopted by Council on 26 June 2023.		Deferred
	[1-47] Through our Youth Strategy, develop and implement programs to support the participation and leadership of young people from disadvantaged, and culturally diverse, backgrounds	Support 20 newly appointed young people to develop their leadership skills through the Young Citizens Jury and Darebin Speak	Council has continued to support young people's leadership skills through the Young Citizen Jury. However, such support has taken other forms as well. Outcomes in Q4 included: 10 young people leading the Kickflip youth event in May 2023, and two young people participating in Council's deliberative process to review the Council Plan and 10-Year Financial Plan. Recruitment was also undertaken to fill 10 vacant positions on the Young Citizen Jury, which will enable more young people to develop their leadership skills and experience.		Completed
		Deliver two formal leadership programs targeted at disadvantaged and culturally diverse young people, as part of the Youth Development Program	Council continued to deliver ongoing leadership and participation opportunities for young people. Action is now complete and will be delivered as business-as-usual moving forward.		Completed

Completed Not Completed Deferred Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-48] Mitigate the impacts of climate change on the health and wellbeing of our disadvantaged communities	Identify and deliver initiatives to help the community avoid the health impact of heatwaves, with a focus on vulnerable population groups	The 'Keep Cool in Darebin' campaign was promoted from January to March. The State Government energy saver bonus was promoted directly to residents and also through Community Service Organisations.		Completed
	[1-49] Partner with our community organisations to support Welcoming Community meals	Partner with community organisations and community groups to support Welcoming Community meals in East Preston and East Reservoir	In collaboration with DIVRS, a community meal sharing and discussing Japanese culture event was held. Donguri cafe provided a Japanese lunch and workshop showing community how to make kimchi and miso soup. The lunch was well attended with 50 participants including East Reservoir/ East Preston residents service providers Latrobe Nursing students and DIVRS supporting community discussions. Many residents commented that they had not tried Japanese cuisine and that they were very interested to learn more about Japanese food and culture.		Completed

 Completed  Not Completed  Deferred  Discontinued

2.0: Prosperous, Liveable and Flourishing

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-1] Complete construction, and commence operation of the Multi Sport Stadium in Thornbury	Deliver sporting activities at Narrandjeri Stadium in accordance with the operational management contract	Construction complete. Activation of centre key part of business as usual activities including all abilities - Pickleball; older adults - Walking Basketball; women and girls - Female Futsal; children - Ready Steady Go, and the first Treaty Cup coordinated by Koori Academy Basketball. In November, the Community Shower Access Program commenced and in October, the Queer Sporting Alliance partnership developed resulting in the Queer Sporting Alliance Basketball League.		Completed
	[2-2] Redevelop Reservoir Leisure Centre, incorporating opportunities to enhance health, wellbeing and socioeconomic outcomes	Commence design for the Reservoir Leisure Centre redevelopment, incorporating health, wellbeing and socio-economic outcomes for our community	This action was deferred by Council in quarter 3. Action is planned in 2023-24 to undertake minor renewal works and start scoping longer-term options for the redevelopment and rebuilding of the centre.		Deferred
	[2-3] Invest in the Edwardes Lake Boathouse in Reservoir to support a long-term lease arrangement	Invest in the renewal of the Edwardes Lake Boathouse to attract a long-term tenant	This action has been carried forward into the 2023-24 Council Plan Action Plan to continue to advocate to the descendants of the original owner to remove the restrictive covenants so appropriate renewal works of the boat house can occur. Any infrastructure works to support a tenancy are planned in later years of the 10-year Capital Works program.		Not Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
H&W	[2-6] Expand funded 3-year-old kindergarten	Deliver Year One of the Early Years Infrastructure Plan implementation plan	Council has delivered a number of important early years infrastructure projects this year in partnership with the State Government and early years services including: opening of the new Reservoir East Family Centre; completion of outdoor play upgrades at four kindergartens (these projects were community-led with Council support and funding from the State Government); completion of building renewal works at two kindergarten and child care centres; progress on planning and design for future kindergarten expansions at two sites.		Completed
	Work with the State Government to determine a pipeline of projects to expand our city's kindergarten capacity		Council has collaborated closely with the State Government throughout the year on planning for the expansion of kindergarten capacity in Darebin, with two expansion projects reaching an advanced stage of design. Council will seek to formalise the partnership agreement in 2023-24.		Not Completed
	Partner with the State Government to deliver a new kindergarten and early years hub at Reservoir East Primary School		The Reservoir East Family Centre, co-located with Reservoir East Primary School, was completed and handed over to Council in January 2023. Children started kindergarten at the new service at the beginning of term one. Maternal and Child Health and other early years services commenced in March 2023. Supported Playgroups will be commencing in April 2023.		Completed

Completed Not Completed Deferred Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Support early years services in Darebin to enhance inclusion and equity of participation in three and four year kindergarten programs as they expand	<p>Council supported five early years services in Council buildings to apply for Building Blocks Inclusion grants to make their outdoor play spaces more inclusive for children in 3- and 4-year-old kindergarten.</p> <p>Early years services participated in a network workshop on how to access free and flexible interpreter services through Language Loop to support families.</p> <p>The Culturally and Linguistically Diverse Outreach team supported over 80 families across Darebin this year and connected with families at library story times, immunisation sessions and Polytechnics.</p> <p>The Preschool Field Officers program experienced an increase in referrals, with 95 referrals this year. They have supported services with strategies for inclusion and wellbeing.</p> <p>Communities of Practice have supported services in the development and implementation of their Reconciliation Action Plans.</p> <p>A professional development workshop was held for educators on Child Safe Standards and the Reportable Conduct Scheme.</p>		Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-7] Improve physical access for our residents and visitors to Council-owned community buildings - at least five buildings per year	Deliver approximately five building renewal projects to improve physical access for our residents and visitors	Projects are now either completed or have the physical access for residents requirements incorporated / documented in the well-advanced design work. Projects with accessible design features include the Intercultural Centre redevelopment, Northcote Aquatic and Recreation Centre, KP Hardiman Pavilion and John Hall Pavilion redevelopment designs. Nonslip surface coatings were applied to five public toilets as well as lighting and signage upgrades to improve accessibility.		Completed
	[2-8] Commence design work for the construction of Darebin Creek Bridge at Bundoora Park	Begin construction of the new bridge over Darebin Creek at Bundoora Park	The project design is complete. A planning permit has been lodged for the project. Melbourne Water approval has been sought. Council identified the need for Cultural heritage work which will be completed in 2023-24. To allow time for this construction was deferred to future years.		Deferred
	[2-10] Redevelop KP Hardiman Pavilion in Kingsbury	Commence planning and design for KP Hardiman Pavilion redevelopment	The scope of the project has been confirmed and has been informed by consultation with the resident club. The lead design consultant has been engaged and the concept design for the pavilion is complete as per the target actions for 2022-23. The design will be completed in 2023-24.		Completed
	[2-11] Redevelop the Northcote Aquatic and Recreation Centre	Continue construction of the Northcote Aquatic and Recreation Centre	Northcote Aquatic and Recreation Centre is under construction and approximately 90% complete as at June 2023.		Completed
	[2-12] Develop an Integrated Families, Youth and Children Strategy	Develop an Integrated Families, Youth and Children Strategy and implementation plan to replace the current Youth Services Strategy and Early Years Strategy	The development of the Integrated Families, Youth and Children Strategy has been carried forward into the 2023-24 Council Plan Action Plan.		Deferred

Completed Not Completed Deferred Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-13] Rejuvenate and beautify Cheddar Road in Reservoir, in collaboration with stakeholders	In collaboration with Melbourne Water, continue the re-wilding of Cheddar Road to improve biodiversity and amenity outcomes	Following the March community engagement session, Council has prepared the area for planting along the Cheddar Road medium strip. All mulching has been completed and the site is now ready for plant installation. 15,000 plants are programmed to be planted in the coming weeks.		Completed

 Completed  Not Completed  Deferred  Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-16] 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	Deliver an inclusive engagement program via Your Street, Your Say to identify transport, safety and streetscape improvement priorities (Area B: Bundoora/Macleod, Thornbury East, Northcote East and Fairfield) and provide a recommendations report to Council	Council endorsed Group A concept designs for design and delivery in September 2022. Following the first round of community engagement for Area B (Bundoora/ Macleod, Thornbury East, Northcote East and Fairfield) in January, a prioritised list of draft concept plans is currently being developed. We will ask the community for feedback on this work later in 2023, with final recommendations to Council to follow.		Not Completed
	[2-17] Conduct a community advocacy campaign on key transport priorities, including new bus routes, walking, wheeling and cycling improvements, extension to Tram 11, accessible stops, and the suburban rail loop	In the lead up to the State Government election, advocate for priority local transport safety and accessibility improvements and engage community to help advocate via a local community campaign	Council's advocacy in the lead up to the State election highlighted our priorities, including upgrading the Boldrewood Parade and Broadway intersection, lowering default speed limits and funding and installing a new pedestrian crossing on Station Street and Wingrove Street. The State Government has committed to Tram Stop upgrade design work that will include High Street in Darebin, and recently made safety improvements at the Boldrewood Parade and Broadway intersection.		Completed
	[2-18] Develop and implement a Community Safety Framework	Develop and implement the Community Safety Framework to assist in designing public spaces.	Work on the draft Community Safety Framework has been deferred until 2023-24 to allow a broader and deeper consideration of community safety to inform strategic planning.		Deferred

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Develop an implementation plan for the Community Safety Framework	This action has been merged into the above action 'Develop and implement the Community Safety Framework to assist in designing public spaces', as per Council Meeting held on 28 November 2022. This action was discontinued in Q2 2022-23.		Discontinued
	[2-20] With State Government approval, reduce the speed limit in more local streets across our city	Apply for further area based speed limit reductions arising from the Your Street, Your Say local area place-making program and other transport investigations	An application for a 40km/h area in West Preston was submitted to the Department of Transport and Planning in March. Additional areas will be progressed in the 2023-24 financial year.		Completed
	[2-21] 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	Investigate graffiti removal partnerships for State Government assets in Darebin, such as rail corridors	Officers continue to report graffiti on assets belonging to other agencies and continue to work alongside them on a long-term solution.		Completed
		Undertake actions to prevent, remove and reduce the recurrence of illegal graffiti	Graffiti has been removed proactively and reactively with requests from residents and through 'snap, send, solve' and also through the introduction of the new graffiti app.		Completed

Completed Not Completed Deferred Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-22] Identify creative opportunities to reflect Darebin's different cultures in the built environment across our city	Deliver two creative projects that reflect Darebin's diverse cultures	<p>As part of FUSE Autumn 2023, a total number of 429 artists participated in 28 events across 5 suburbs over 16 days in 20 venues. Creative project highlights included:</p> <p>The Closing Party (produced by an artist collective) and All The Queens Men. Named as The Last Dance, this event was inspired by the LGBTIQ+ Elders Dance Club and was an inter-generational event designed for the whole LGBTIQ+ and allied community. This was free and attracted 150 audience members.</p> <p>A second creative project was 'The Future Leaders Podcast', a family friendly, three-episode created with children between five and twelve years old sharing their ideas about present-day leadership. Led by local artist and academic, Dr Claudia Escobar Vega (Deakin University), and artist and educator, Jorge Leiva, they worked during 2022 with a group of students from Reservoir Views Primary School.</p>		Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		<p>Support community organisations through the FUSE Fund to deliver creative public events that celebrate culture within the FUSE Festival program</p>	<p>Exquisite Bias was an exhibition of collaborative audio-visual portraits, exploring unconscious racial bias and cultural identity in contemporary Australia. Presented by Delia Poon, Pia Johnson and Melinda Hetzel & Co and held at the Preston Library. Twenty local community members had their portraits taken as part of the exhibition. It opened on 11 March with an artist talk and was visited by many throughout the festival.</p> <p>Thingamabobs by Jens Altheimer was an interactive exhibition full of surprising machines and quirky contraptions. Held at Northcote Community Church on 18-19 March, this was an incredible display of genius. The exhibition was well attended by children and their families, with about 85 people across the two days.</p> <p>Time Distance Music, presented by Colin Offord and Collaborators, was held at Northcote Uniting Church 25-26 March. Seven visionary musicians explored new possibilities for traditional and invented instruments over two five hour concerts.</p>		Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Deliver two public cultural events, including a Cultural Diversity and Social Cohesion Oration as part of the FUSE festival	The traditional Meet the Makers showcase of local producers and artisans was held at the Preston City Hall on Sunday 19 March 2023, as part of the Autumn FUSE Festival program. It was a significant day within the Preston Civic Precinct as the new Intercultural Centre also launched its new home at 350 High Street on the same day, offering the community a chance to see the new centre, meet staff and join in the cultural offerings of the Meet the Makers event.	●	Completed
	[2-24] Significantly increase funding to our Roundabout Renewal program across our city	Implement the renewing roundabouts program to provide better amenity, including planting	All works assigned to this task have been fully completed	●	Completed
	[2-25] 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	Develop area-specific community infrastructure plans, prioritising Preston	A community infrastructure needs assessment commenced, and will continue into 2023-24.	●	Not Completed
	[2-26] Build new Intercultural Centre at Preston Civic Precinct	Complete construction of the new Intercultural Centre	The project has been completed and is open to the community.	●	Completed

● Completed ● Not Completed ● Deferred ● Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Design and implement new programming opportunities as recommended by the Intercultural Centre Programming Think Tank	Programming has been initiated at the new Darebin Intercultural Centre and is now underway. This includes internal bookings that align with the Programming Framework, such as an Education Network meeting, a job-readiness workshop for Aboriginal and Torres Strait Islander women, and an Action on Disability in Ethnic Communities forum. Programming led by the Intercultural Centre team includes a forum during Refugee Week and a school holiday workshop with First Nations artist Ange Jeffrey. Traditional user groups are still using the Centre, and English Pronunciation Classes led by volunteers are continuing. The processes required to enable programming, such as our first 'partnership' based around health equity, are also being tested and developed.	●	Completed
	[2-27] Update flood risk assessments across Darebin, and incorporate them into our Darebin Planning Scheme	Undertake flood modelling across Darebin, in partnership with Melbourne Water	Flood maps have been completed in partnership with Melbourne Water for 1% Annual Exceedance Probability (AEP) and the new data has been used to inform flood referrals for planning and building developments.	●	Completed
		Undertake specialist technical analysis to update flood modelling and mapping related to private land in our city, to account for updated future rainfall forecasts	Flood maps have been completed in partnership with Melbourne Water for 1% Annual Exceedance Probability (AEP) and the new data has been used to inform flood referrals for planning and building developments.	●	Completed

● Completed ● Not Completed ● Deferred ● Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-28] Continue our Traffic Blackspot Design and Construction Program	Design and construct the annual Blackspot program across Darebin, based on safety priority	Designs for works at Tyler Street/ McColl Street, Reservoir and Belgrave Street/Ovando Street, Preston are complete and ready for construction in future years. The construction of Wood Street/ Laurel Street in Preston is complete. Mitchell Street/ Victoria Street, Preston will be constructed in 2023/24 following the receipt of VicRoads approvals.	●	Completed
	[2-31] Implement the Reservoir Revitalisation Project	Implement actions as directed by the Reservoir Revitalisation Board	13 of 15 projects funded through the Reservoir Revitalisation Board between 2021 and 2023 have been completed and acquitted. The remaining two projects are to be completed and acquitted by June/July 2023.	●	Not Completed
	[2-32] Establish an Asset Management Plan for shopping precincts' infrastructure and cleaning	Incorporate service levels for shopping precincts through the review of Asset Management Plans	Service levels for shopping precincts have been included in the Transport Asset Management Plan.	●	Completed
		Incorporate service levels for shopping precincts through the review of all Asset Management Plans and Cleaning Service Levels	Service Level Agreements (SLA) have been developed and presented to Darebin's major trader associations. These agreements will be created into information sheets and distributed to traders to inform them of key services available and to promote ways to connect with Council. Place Managers will continue to work with trader associations across each of the retail activity centres, to establish a regular and consistent approach to monitor and evaluate the effectiveness of the current agreements and to be proactive in improvements and changes to the delivery of services.	●	Completed

● Completed ● Not Completed ● Deferred ● Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-33] Advocate to the State Government to increase annual funding for road safety infrastructure, driver behaviour campaigns, and law enforcement, and work collaboratively with other local governments to implement the Victorian Road Safety Strategy 2021-2030	Continue to advocate to the State Government to accelerate the timeline for construction of a safe pedestrian crossing with traffic lights, at the corner of Wingrove Street and Station Street in Fairfield	Council is continuing to advocate to the State Government to seek safety improvements at the Station Street and Wingrove Street intersection in Fairfield.		Completed
	[2-34] Work in partnership to deliver initiatives that improve perceptions of safety and reduce the opportunity for crime	Deliver and support two initiatives that improve perceptions of safety and reduce the opportunity for crime	Community Safety initiatives in HLT Oulton Reserve and HP Zwar Reserve have been completed, and new lighting is contributing to improved perceptions of safety and night-time activation of these parks.		Completed

Completed Not Completed Deferred Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-35] Enable and facilitate more affordable and social housing across our city	Conduct an Expression of Interest process to identify potential partners for one or more Council-owned sites suitable for social housing, including exploring options for partnership with Aboriginal Housing Victoria	This project was deferred due to resource constraints. Opportunities to support the development of social housing through other mechanisms and within existing resources are being explored in 2023-24.		Deferred
		Deliver and refine the 'fast track' stream for planning permits that prioritises social housing planning permits and development proposals in Darebin	The Priority Development Application stream has been established and is being used to process affordable and housing social planning permit applications. This action was completed in Q1 2022-23.		Completed
	[2-36] 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	Facilitate new social and public housing via Council's town planning priority development stream and by implementing actions in partnership with the State Government	Council's Priority development stream has been established and is processing planning permit applications that include social housing outcomes. This action was completed in Q1 2022-23.		Completed

 Completed  Not Completed  Deferred  Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-37] Review to amend the Parking Permit Policy to:(i) to improve access for people with special needs(ii) to allow owners of single lot dwellings that exist on their own Torrens title, the option to have an additional residential parking permit at the same price as current parking permits(iii) to allow single lot dwellings built after December 2004 that are greater than 300sqm property with three or more bedrooms and that exist on their own Torrens title (even if the property was previously subdivided), to have the same entitlements to parking permits as dwellings built before December 2004(iv) to ensure that renovations of a property that is still a single lot on its own Torrens title and is greater than 300sqm with three or more bedrooms are still entitled to parking permits	Undertake community engagement to inform a review and amendment to the Parking Permit Policy	Stage 2 community engagement on the draft parking permit policy was completed in May 2023. An updated policy will be presented to Council in 2023-24 for consideration.		Completed
	[2-38] Through the establishment of our Darebin Nature Plan, increase shade in our business activity centres to support footpath trading	Identify opportunities for additional trees to provide shade in our business activity centres	Tree planting for the current financial year has been completed. This program has seen several hundred trees planted throughout key retail areas and along major arterials throughout Darebin. High Street has seen in excess of 100 new trees planted in streetscapes to enhance amenity and provide additional canopy coverage.		Completed

Completed Not Completed Deferred Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Implement the shade policy	Areas identified as having the highest priority for shade as part of Darebin's shade policy have been prioritised for additional trees. Several hundred have already been planted along major road networks, retail activity centres and parks. Council's shade policy is being used to help identify further gaps and provide a framework for the overall approach to increasing canopy cover in Darebin.	●	Completed
	[2-39] Keep our business activity centres clean and well maintained, with a focus on reducing cigarette litter	Provide an ongoing Council cleaning and maintenance program for our business activity centres	We continue to monitor and clean our local activity centre assets on a schedule based on the requirements due to people traffic.	●	Completed
		Provide bins and signage, to increase the correct disposal of cigarette butts litter in activity centres	Bins have been installed and are now operational.	●	Completed
	[2-40] Develop a policy setting the basis for how Council may permit commercial or private Electronic Vehicle charging infrastructure on our public streets	Commence implementation of Electric Vehicle Policy	Implementation of the Electric Vehicle Policy has commenced, with early work undertaken to support a proposed market-sounding exercise later in 2023. Darebin also participated in a Northern Council Alliance electric vehicle project that helped identify where public charging stations are needed.	●	Completed
	[2-42] Continue to implement our Street Furniture and Equipment Renewal Program	Deliver street furniture improvements across our city, including bins, seats, bike hoops, and other street asset improvements	All tasks assigned to this action have been completed.	●	Completed

● Completed ● Not Completed ● Deferred ● Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-43] Create two additional accessible car parking spaces in our city each year	Create at least two additional accessible car parking spaces	The construction of accessible parking bays at Scotia Street (Bell Primary School) and at Enfield Avenue and Link Street is complete.		Completed

 Completed  Not Completed  Deferred  Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-44] Expand our Assertive Outreach Program to support people sleeping rough and experiencing homelessness	Continue to expand our Assertive Outreach Program to support people sleeping rough and experiencing homelessness	The Darebin Assertive Community Outreach (DACO) program continues to be delivered by Merri Outreach Support Services. The service supports people sleeping rough and experiencing homelessness through assertive outreach and providing links to support services. For the year 2022-23, a total of 169 referrals were made to the program, with a total of 47 housing outcomes achieved.		Completed
	[2-45] Expand our Shower Access Program and support access to Council services and programs for people sleeping rough and experiencing homelessness	Promote and expand the Shower Access Program at new locations and provide ongoing support to those experiencing homelessness to access Council services	The Community Shower Access Program was expanded to include the Narrandjeri Stadium in Thornbury. Both venues have been utilised regularly by people experiencing homelessness. Additionally, one new referral agency was added this quarter. The program continues to be promoted by partners to people experiencing homelessness. Between January - June 2023, a total of 68 visits were recorded by registered participants.		Completed
	[2-46] 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	Deliver programs that support the wellbeing of residents in High Risk Accommodation and improve their access to Council services	Council has funded Darebin Information, Volunteer and Resource Service to deliver programs that support the wellbeing of residents in public housing, focusing on East Reservoir and East Preston. Council continues to support community organisations to facilitate the delivery of programs and increase access to services.		Completed

 Completed  Not Completed  Deferred  Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-47] In partnership with the community, deliver four place-based projects each year that respond to local community issues and need	Working in partnership, implement four place-based projects, co-created with the community, that support social inclusion, active living and community safety	To address place-based inequity, the following programs were delivered in partnership with Council. The Darebin Information Volunteers Resource Service and Your Community Health completed outreach to people living in public housing and residents from diverse cultural backgrounds in East Reservoir and East Preston. The Somali Australia Council of Victoria has kept the East Reservoir Community Hub open as an outreach base for community organisations. The East Reservoir Neighbours for Change have continued to be active in their engagement and advocacy in three key areas: Improvements at Arch Gibson Reserve; Reservoir Revitalisation; and, local inclusive engagement with any redevelopment of the Reservoir Leisure Centre.		Completed
	[2-49] Identify opportunities to increase access to low cost and free physical activity in East Preston and East Reservoir	Continue to deliver and grow participation in low cost and free physical activities in East Preston and East Reservoir	The Autumn Get Active in Darebin program ran from April-June 2023 and hosted 18 different activities across Darebin, with more than half delivered within the East Preston and East Reservoir areas.		Completed

 Completed  Not Completed  Deferred  Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-50] 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	Undertake two advocacy actions to the State Government, to prioritise health and wellbeing impacts in planning applications, to reduce the saturation of packaged liquor outlets in our city	Throughout the year, Council participated in regional and state-wide networks that work to reduce alcohol-related harm. Council also successfully advocated for state government funding of a project through the Reservoir Revitalisation Board.		Completed
		Conduct a Health and Social Impact Assessment for all applications for packaged liquor outlets in Darebin	Two social impact assessments for packaged liquor outlets were undertaken this year.		Completed
	[2-51] Support partner and local community organisations, groups, and clubs, to deliver initiatives that encourage smoking cessation	Identify partners and support the delivery at least one initiative that encourages smoking cessation	A social media campaign to encourage smoking cessation was delivered in November 2022. The campaign provided information on benefits of quitting, tips on how to quit smoking and available support services. Council continued to conduct proactive visits to businesses to ensure that non-smoking compliance is maintained.		Completed

 Completed  Not Completed  Deferred  Discontinued

2.9: We will focus on our economic assets and recovery to ensure Darebin is a great place to do business

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-52] 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	Finalise the Economic Development Strategy and begin implementation	A Council Briefing Paper addressing a revised timeline to deliver this action was tabled at Council's 19 June 2023 Briefing. Officers proposed to build a new Economic Development Strategy following an Economic Summit series of round tables and events in late 2023. The build phase of the strategy is proposed for January - June 2024.		Deferred
	[2-53] Increase our investment in economic reactivation and recovery initiatives to support existing and new industries, to ensure Darebin's economy is robust and resilient	Implement recommendations in the Reservoir Investment Attraction Plan	Completed and will be progressed as part of business-as-usual activities.		Completed

 Completed  Not Completed  Deferred  Discontinued

2.10: We will leverage investment, partnerships and advocacy to drive Darebin's growth and sustainability

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-54] Develop and implement an advocacy strategy to: <ul style="list-style-type: none">• Increase the minimum wage, and increase Job Seeker payments• Partner with other levels of government to lift their commitment to the sustainable economy, particularly in sustainable transport and sustainable skill development• Encourage federal and state governments to invest in the sustainable economy, as major generator of jobs• Secure manufacturing investment in Darebin through the North and West Melbourne City Deal Plan 2020-2040	Implement the new four year Advocacy Strategy including meeting with local representatives of the new Federal Government to advocate for Council's priorities	The Principal Advocacy and Government Relations Officer joined Council in March. Council has met with several Senators, local MPs and Ministers to discuss and advance Council's advocacy priorities. Council's CEO, Mayor and Officers have attended Northern Councils Alliance (NCA) meetings, and M9 meetings, to drive Council's advocacy agenda, including the La Trobe National Employment and Innovation Cluster. Mayor Williams, joined by Deputy Mayor Cr Newton, Cr McCarthy and Cr Rennie, participated in the National General Assembly of Local Government in June, advancing Darebin's priorities. Advocacy will continue into 2023-24.		Completed
	[2-55] Establish a regional alliance of government, business and community organisations, to drive economic outcomes, including local, social, sustainable procurement	Form a regional alliance to increase procurement spend in Darebin through a compact, involving partners signing onto Council's Social and Sustainable Procurement Policy	In a post COVID context and in the current economic climate, this is not a priority for local businesses and community organisations, as such businesses are not willing to commit to a social and sustainable alliance. As it is not possible to achieve this goal in the current business climate, this goal has been discontinued.		Discontinued

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-56] Continue to implement our Social and Sustainable Procurement Policy to increase the engagement of Aboriginal-led businesses, and focus on job creation for culturally and linguistically diverse peoples, and young people	Host supplier forums, connecting with Aboriginal-led businesses in the Darebin community at least every two months to provide tailored information regarding upcoming procurement	The Kinaway Chamber of Commerce partnership with Council has conducted five progressive bi-monthly meetings over 2022-23. The meetings included aboriginal-led businesses attendance to understand how Council engages, and a forum to raise awareness of upcoming procurement opportunities. In addition to bi-monthly meetings, contractors attend a briefing session on the Northcote Aquatic Recreation Centre redevelopment, resulting in awarding of subcontracting works to aboriginal-led/local business. A civil works tender briefing resulted in awarding an aboriginal-led contractor for Council's capital works program for the next five years. Council's promotion of local aboriginal-led business has also resulted in Dardi Munwurro (Dardi) organisation, located in Preston, now being a registered supplier to Council. Dardi's programs support Aboriginal men, women and youth to express purpose and develop a vision for their future. Dardi is staffed by local people strongly connected to the Aboriginal community, as well as supported by Community Elders.		Completed
	Drive procurement outcomes that increase local employment opportunities for culturally and linguistically diverse (CALD) peoples, and young people - by integrating our tendering portal to allow CALD peoples/businesses to receive and engage in Council activities	Translated procurement information has been finalised and published and is now available on Councils intranet for CALD communities.		Completed	

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-57] Promote to Darebin businesses the benefits of voluntary adoption of our Social and Sustainable Procurement Policy	Promote to, and educate Darebin businesses about the benefits of Council's Social and Sustainable Procurement Policy through recruitment of a dedicated resource	In the current economic context this is not a priority for businesses and there is not adequate capacity to undertake this work with current financial pressures. Work will continue with northern region partners to promote wider business interest in our aligned Social and Sustainable Procurement Policy through business-as-usual. It is recommended that this action be discontinued.		Discontinued
	[2-58] Build partnerships across all levels of government and the private sector, to attract new industries and investment into Darebin, to support its future growth	Formalise a Memorandum of Understanding with Latrobe University that establishes partnering principles that improve connections with local industry and deliver on the actions agreed to by the Reservoir Revitalisation Board and the Department of Jobs, Precincts and Regions	Further work has been delayed due to competing priorities.		Not Completed
		Implement actions in the Reservoir Industry Attraction Plan and the Darebin Economic Development Strategy	As the actions in the Investment Attraction Strategy will involve multiple Council units, consultation with internal stakeholders has been completed to identify project leads and establish an implementation plan aligned to delivery timeframes. Implementation plan is scheduled to commence in 2023-24 and will span a number of years.		Not Completed
	[2-59] Establish a Darebin Chamber of Commerce (or an equivalent body) to strengthen and support our business community	Establish a Darebin Chamber of Commerce and Industry, including the delivery of an economic summit to understand the diversity, strengths and needs of our businesses	Discussions have occurred regarding progressing the delivery of the economic summit. This project has been deferred and will be delivered in late 2023.		Deferred

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-60] Catalyse new jobs at scale in Darebin with businesses, new industry attraction and our partners - including Jobs Victoria Advocates - focusing on jobseekers facing multiple employment barriers including culturally and linguistically diverse peoples, young people, women, and Aboriginal and Torres Strait Islander peoples	Partner with external agencies to offer a minimum of two employment events focusing on opportunities for job seekers and businesses	Employment events and workshops held throughout the reporting year include a First Nations Jobs Fair and employment related workshops. Employment training and capacity building opportunities have been delivered and provided specific outcomes to First Nations women through a series of professional development workshops.		Completed
		Maintain a network of employment support services that offer increased opportunity to disadvantaged jobseekers	Industry and employment-focused networks continue to be a focus of Council. Council has engaged with and participated in a specialist First Nations services network and a broader network featuring representatives from local major industry and service-based organisations. The State Government funded program - the Jobs Advocate service - will cease on June 30 due to funding coming to a close. A new service is being offered by Your Community Health in partnership with Darebin Information, Volunteer & Resource Service (DIVRS) that may address some gaps as a result of the closure of the Jobs Advocate Program.		Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Support partners to deliver a minimum of one industry-based employment and training pilot program	One industry-based employment and training program was directly delivered by the Jobs for the Future team. This was a First Nations Career Development series that included an introduction to major regional employers. Two further programs were strongly supported by the team, including an Internship Placement Program run by Melbourne Polytechnic. A new internship program led by PRACE adult education centre, intended to support disadvantaged job seekers with a connection to Reservoir, has also been introduced to internal departments within Council with a proposal to support students into the future through work placements and internships.		Completed
	[2-61] Implement measures to increase digital capability for our businesses, including local, regional and global connectivity	Develop a Smart Cities Strategy and establish a roadmap to implementing Smart City priorities, aligned to the 10 year Capital Works Plan	The alignment of the IT Strategy Road Map with the Transformation Business Case also takes into account the organisation's 10-year financial plan. This ensures that the technology initiatives and strategic pillars identified in the Road Map are in line with the long-term financial goals of the organisation. By considering the financial aspects, the Road Map can prioritise investments, allocate resources effectively, and ensure that the technology initiatives contribute to the organisation's financial sustainability and growth over the next decade. This alignment with the 10-year financial plan provides a holistic approach to the organisation's transformation journey, considering both technological advancements and financial viability.		Not Completed

Completed Not Completed Deferred Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Establish the Internet of Things network and develop a roadmap to utilising the network	Based on the latest review of the Strategic Pillars and the IT Strategy Road Map, this action will be discontinued.		Discontinued

 Completed
  Not Completed
  Deferred
  Discontinued

2.11: We will support, promote, and attract diverse local businesses and industries

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-62] Deliver programs and services to build skills and resilience across a range of industries	Provide a business concierge service to assist businesses with minor permits	Council continues to support businesses with minor permit requests to improve their experience of working with Council. The Better Approvals program continues to work collaboratively with internal departments to provide advice to new and existing businesses. Through this service, 16 businesses have received written permit advice and 21 permits have been processed. Phone and email enquiries are monitored and responded to daily.	●	Completed
	[2-63] Promote, support, and market Darebin's diverse business community and precincts, including our multicultural businesses and Aboriginal and Torres Strait Islander Businesses	Support and promote Darebin's diverse business community and precincts, including culturally diverse, and Aboriginal and Torres Strait Islander businesses by fostering partnerships and networks that embrace sustainable business, the circular economy and social enterprise	-Bridge Darebin and Moon Rabbit Social Enterprise supported with Energy\$mart heat pump hot water systems, two not for profit organisations/social enterprises and three multicultural organisations had their lights upgraded through our Light\$mart program and one multi-cultural business will have a solar and battery installed via our Solar Saver Program. Contact made (via direct email and/or in-person visits) with over 200 diverse Darebin businesses encouraging them to take advantage of solar, Light\$mart and Energy\$mart upgrade support and rebates. - Five Aboriginal owned businesses are now regular contributing members to Aboriginal and Torres Strait Islander employment network. -Nine Darebin based social enterprises were showcased in public event May '23, videos of which are now available on Council's Youtube channel. -15 local businesses were trained in Mental Health First Aid including those from the not-for-profit, hospitality, retail, community and Allied health sector.	●	Completed

● Completed ● Not Completed ● Deferred ● Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
[2-65] Implement a Destination Marketing campaign to position Darebin as a natural, cultural and event destination, and including an annual city-wide calendar of events	Develop a four-year Destination Marketing Plan to inform the Economic Development Strategy's future actions	This has been paused due to resource constraints. As at the end of the reporting period, this action is no longer able to be realised due to delays and limited financial resources to deliver quality outcomes. Officers will continue to identify external partnership and funding opportunities to support future strategies tied to visitor economy and experience.		Discontinued	
	Deliver one city-wide marketing campaign and support two precinct marketing campaigns	This has been paused due to resource constraints. Promotion of places within Darebin will be undertaken through Council's existing communication and marketing activities, within resource constraints.		Deferred	
	Develop a calendar to showcase events and festivals held in Darebin	Following the trial to create a public event page for Christmas activities, steps have been taken to utilise the current Council Events page to promote events and festivals (Council run events only) held in Darebin. Officers continue to promote and utilise the platform.		Not Completed	

Completed Not Completed Deferred Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-66] 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	Implement placemaking priorities across the municipality including year two priorities identified in the Retail Activity Centre Improvement Program, permanent parklet opportunities and shopfront activation programs	Business consultation has been conducted to inform businesses of the 100 trees being planted as part of the Retail Activity Centres program and works have commenced. Planning is underway for key placemaking priorities, including Gilbert Rd Regent Village safety lighting project and Miller / Gilbert roundabout creative treatment, and bike parking activations in Northcote and Thornbury. The active windows project is being developed to showcase the Darebin Art Collection in vacant shop fronts across the city. Ongoing support is being provided to current parklet businesses to ensure safety and compliance, including Traffic Safety Audits conducted on all sites. Work is continuing on the development of a Parklet Policy and Design Framework to generate further opportunities to activate Darebin's streetscapes.		Not Completed
	[2-67] Finalise Service Level Agreements with Darebin's four main traders associations to partner in the management of graffiti, maintenance and weeding	Finalise Service Level Agreements with Darebin's four main traders associations to partner in the management of graffiti, maintenance and weeding	Service Level Agreements (SLA) have been developed and presented to Darebin's major trader associations. These agreements will be created into information sheets and distributed to traders to inform them of key services available and to promote ways to connect with Council. Place Managers will continue to work with trader associations across each of the retail activity centres, to establish a regular and consistent approach to monitor and evaluate the effectiveness of the current agreements and to be proactive in improvements and changes to the delivery of services.		Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-68] Create a portal for our business community to use to connect with each other, collaborate and promote their offerings	Undertake research, including business engagement, to develop an online portal for our business community to use to connect with each other, collaborate and promote their offerings	The current business website is constantly being updated to create a clear, easy to use, more accessible and business-centric webpage, including an updated business map that is being currently rolled out.		Completed

 Completed  Not Completed  Deferred  Discontinued

3.0: Climate, Green and Sustainable

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-1] Through our Solar Saver 4-year program, support solar installation and energy efficiency retrofits for our vulnerable households, including public and social housing, and renters	Finalise the supply contract for Solar Saver	Supply contracts are now in place for the Solar Saver program.		Completed
		Install solar panels or other energy efficiency installs (through Special Charge) for 200 households	112 households have taken part in the Solar Saver program for 2022-23. The Solar Saver program continues to be promoted.		Not Completed
		Achieve 200 bulk buy customers	66 solar systems have been installed through the bulk buy program. Promotions will continue to highlight this opportunity for Darebin residents and businesses.		Not Completed
		Complete ten social housing upgrades	Two social housing installations have been completed. Eleven further households will be delivered in 2023-24.		Not Completed
	[3-2] Review our Climate Emergency Plan, including in-depth engagement with our community	Develop a new Climate Emergency Plan, informed by the review of the existing Plan and in-depth community engagement	A review of the Climate Emergency Plan 2017-22 was completed in July. Community Engagement was undertaken in August, with some focused conversations occurring in April. Technical assessments and analysis were also undertaken. A draft Plan is being prepared to seek further feedback from the community later in 2023.		Not Completed
		Develop a Climate Emergency Plan that has a clear pathway to zero emissions	A technical assessment with options for pathway to zero emissions was undertaken. This will inform a draft Climate Emergency Plan that will be taken to the community for feedback later in 2023.		Not Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-3] Support our community members experiencing fuel poverty, to prevent heating and freezing	Develop and implement initiatives to support the community around climate resilience and energy poverty, and achieve maximum leverage of State Government solar/energy programs	A partnership was established with the Darebin Information, Volunteer & Resource Service (DIVRS) - a local community service organisation - to deliver information and education on energy literacy to low-income households in Darebin via one-on-one conversations and workshops.		Completed
	[3-4] Assess the current and future climate risks facing our community, and identify actions Council and other levels of government can take to provide maximum protection for people, property and the natural environment, in response to the assessed climate risks	Develop a Community Climate Risk Action Plan to be included in the Climate Emergency Plan review	Consultation undertaken in August, along with social research and other focused conversations, is informing a draft Community Climate Risk Action Plan. This will be included in the draft Climate Emergency Plan presented to the community for feedback later in 2023.		Not Completed
	[3-6] Undertake a whole of Council review of existing policies and practices to identify where climate emergency outcomes could be achieved in the areas of mitigation, resilience, education and advocacy	Complete detailed climate risk assessments for at least five service areas, and update relevant policies and procedures	An organisation-wide climate risk assessment was completed in May. This detailed assessment is being used to progressively update policies and procedures.		Not Completed

 Completed  Not Completed  Deferred  Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-7] 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	Continue to deliver the Street Tree Planting Program, prioritising areas without coverage, areas with people experiencing disadvantage, and business activity centres	Council has planted 1000 trees in streetscapes. Planting has occurred equally between northern and southern suburbs in built areas. Trees have been prioritised for planting in areas with less canopy cover and where residents are likely to be more vulnerable to heatwaves. 100 trees were planted along the High Street shopping precinct area. Approximately 4000 newly planted street trees are within their first two years of establishment. These trees have been formatively pruned and watered to give the trees the best chance of becoming structurally sound, with healthy and safe canopy coverage.		Completed
	[3-12] Acquire land to create new parks	Commence acquisition of any appropriate land parcels	Acquisition of three land parcels at Clements Reserve commenced in early 2022-23 and is in the final stages of negotiation. The acquisition is expected to conclude after 1 July 2023.		Completed

 Completed  Not Completed  Deferred  Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-14] 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	Successfully partner with Melbourne Water to carry out weed management and revegetation works in Edgars Creek and extend public access through the Melbourne Water-owned reaches of the creek	<p>Melbourne Water and Darebin City Council are working in partnership through the Edgars Creek and Edwardes Lake Task Force to identify areas for revegetation and improvement. Melbourne Water is providing advice and support to improve the low-flow wetland at Edwardes Lake. Planting of 6000 new rewilding plants has begun this planting season in partnership with Friends of Edwards Lake.</p> <p>Darebin City Council is working with Melbourne Water and Friends of Edwardes Lake to provide feedback and advocacy to prioritise the upper reaches of the Edgars Creek to improve both ecological and active transport connectivity through Reservoir up to Thomastown in Whittlesea. These areas have been prioritised in the Northern Trails Strategy 2022. Conversations with Melbourne Water have begun with advocacy to consider these areas for better public access and connectivity.</p>		Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-15] Establish and adequately resource the Edwardes Lake Taskforce to significantly improve the water quality and amenity of Edwardes Lake in Reservoir	Adequately resource the Edwardes Lake Taskforce to meet six times a year and identify initiatives to improve the water quality of Edwardes Lake	The Task Force has completed all required meetings for the year. Darebin City Council hosted the meetings with representatives from Melbourne Water, Yarra Valley Water, Environment Protection Authority, Friends of Edwardes Lake, the Merri Creek Management Committee, Reservoir Frogs Waterwatch and Friends of the Merri Creek. Over the course of the year, each member reported back on progress made by each organisation that contributed to the objectives of the group, including improving water quality, biodiversity, monitoring and caring for Country. Projects underway include Dole Reserve stormwater harvesting project, Wat Ganbo wetland design, the waterway harm prevention program, the litter collection and prevention program, revegetation and habitat creation and ongoing water quality monitoring.		Completed
	[3-16] Advocate with Melbourne Water to secure funding to improve the water quality of Edwardes Lake in Reservoir	Continue positive collaboration with Melbourne Water on mutual goals, including improvements to the water quality at Edwardes Lake	Melbourne Water have continued their commitment to working with Darebin through the Edgars Creek and Edwardes Lake Task Force. Together we are working to improve water quality within waterways. Melbourne Water are funding partners for the delivery of the Dole Reserve Stormwater Harvest Project in Reservoir and have contributed to multiple community planting events along various waterways within the Municipality.		Completed

Completed Not Completed Deferred Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-17] Partner with our community and stakeholders to advocate to ensure the protection of Strathallan as public land for the long term, and to enable better management of the kangaroo population	Develop and implement the new four year Advocacy Strategy, and 2022 Advocacy Platform, which respectively capture and will guide Council's advocacy efforts around supporting local environmental and sustainability outcomes, including for Edwardes Lake and the protection of Strathallan, to help influence government, non-government and community support	The Advocacy Strategy was adopted in April 2022, and since then, implementation has progressed. A revised Council Plan was adopted by Council in June 23. Over the next financial year, more work will be done on recasting the advocacy strategy and renewing the advocacy platform, and, implementing the Strategy as per the Council Plan.		Not Completed
		Meet with LaTrobe University to explore options to further strengthen long term protections at the Strathallan site	Senior representatives from both organisations have discussed this matter, and a detailed meeting will be organised in the next financial year to progress this issue.		Not Completed

Completed Not Completed Deferred Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-18] Progressively install solar panels and batteries, and introduce other energy efficiency initiatives, into our Council buildings	Improve energy efficiency of Council buildings and increase the amount of solar panels installed	Gas heating was replaced with heat pump (electric) technology at City Hall, Preston. A monitoring system was installed to measure both solar generation and water tank usage at the Operations Centre. All solar panel and inverters are checked and cleaned annually to ensure all is working at optimal efficiency.	●	Completed
	[3-19] Develop and offer to our businesses a Group Power Purchase Agreement	Refine our project scope and offering to Darebin businesses, based on the Market Facilitation Platform proposed by the Department of Environment, Land, Water & Planning and options being developed by other councils	The State Government's Market Facilitation Platform has yet to announce any progress in its offering since its initial consultation process in late 2021. Council provided an offer to Darebin businesses in 2021-22 via a multi-Council program to purchase renewable electricity and this continues to be promoted.	●	Discontinued
	[3-20] Develop an advocacy strategy to drive community and business use of solar panels and batteries, and other energy efficiency initiatives	Promote uptake of opportunities available to business and households to continue to increase use of solar power and energy efficiency	Council is continuing to promote the Solar Saver program to residents. The monthly Darebin Sustainability News reaches around 5,000 people and shares events, stories and information to support people to take action on the climate emergency. Information on the Solar Saver program is included. In April the 'Go Electric' campaign was launched, to support residents to switch to clean, renewable electricity.	●	Completed
		Build a partnership supporting the introduction of the first urban renewable energy zone centred around Darebin and the National Employment and Innovation Cluster	A number of meetings with stakeholders helped to progress this agenda. As part of the Climate Emergency Plan (currently in development), Council will progress partnerships.	●	Not Completed

● Completed ● Not Completed ● Deferred ● Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-21] Investigate and establish programs to achieve an increase in the uptake of renewable energy sources by our community and businesses	Implement projects/programs to achieve an increase in the uptake of renewable energy sources by our community and businesses	The Solar Saver program continues to support vulnerable households to install solar on their roofs. Work continues with the Northern Council Alliance to accelerate installations of EV charging stations across the region. The Electrify Everything campaign is being promoted that provides information to support residents and businesses with information about the benefits of getting off gas.		Completed

 Completed  Not Completed  Deferred  Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-22] Develop a plan to respond to new State Government requirements for contaminated land	Develop and implement a management plan to respond to new State Government requirements for contaminated land	The Contaminated Land Management Framework Project is nearing completion. The final stages of this project will be completed in 2023-24.	●	Not Completed
	[3-24] Undertake waste reform and take action towards establishing a circular economy	Successfully deliver additional food and green waste bins and a supporting education campaign to reduce food and green waste going to landfill	A council-wide green bin rollout was completed in July 2022. An education campaign was delivered across Darebin from July to December, with a range of activities such as social media communications, newsletter articles and public-facing events.	●	Completed
		Develop Food Organic and Garden Organics (FOGO) options for Multi-unit developments (MUDs)	A project to pilot a food organic and garden organic recycling program in six multi-unit developments is underway. Results will be available in early 2023-24. The findings of the trial will inform longer-term options for organics recycling in these types of properties.	●	Not Completed
	[3-25] Undertake waste charge reform in response to changing legislation and future operational requirements	Implement Waste Charge Reform outcomes	The Waste Charge Reform has been implemented during Q1, including concession rates. These waste charges have also been incorporated into Council's Financial Hardship Policy to help reduce any financial burden on the community. This action was completed in Q1 2022-23.	●	Completed
	[3-26] Reduce the impact of illegal dumping in our city	Review Council's response to illegal dumping to identify opportunities to improve effectiveness	Process and litter prevention is in place and all remaining matters are now operational requirements.	●	Completed

● Completed ● Not Completed ● Deferred ● Discontinued

4.0: Responsible, Transparent and Responsive

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-1] Plan for adjustments in waste services due to the landfill levy and landfill gate fee increases (from 1 July 2021)	Plan for adjustments in waste services due to the landfill levy and landfill gate fee increases	Introduction of the waste charge has removed this risk.	●	Completed
	[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	Implement Council's Advocacy Strategy with a focus in 2022 on securing support from candidates ahead of the State Government election, and in 2023 on advocacy for strategic policy reform at Federal level in regards to cost of living, housing, equity and inclusion, and renewable and circular economy	Council has progressed engagement on policy reform at the Federal level. Cost of living discussions have occurred with the Chair of the Select Committee for Cost of Living, along with other members of the Senate committee inquiry. In addition to meetings, Council has made a submission to the inquiry. Ongoing advocacy work has also occurred with Darebin Zero finalised. Council is progressing through its review of the Climate Emergency Plan, which will include how best to progress Council's advocacy around the climate emergency. Lastly, Council is engaging in the Container Deposit Scheme implementation as part of Council's commitment to improving our circular economy.	●	Completed
	Confirm Council's 2023 advocacy platform in alignment with the 2023 Mayoral election		Since the appointment of the new Principal Advocacy and Government Relations Officer, Council has focused on cost of living, functional zero, homelessness, social and affordable housing and obtaining more financial grants to support a number of Council delivery projects. In that time, Council has made one State inquiry submission, and one Commonwealth inquiry submission, both of which aligned with the 2023 advocacy platform.	●	Completed



Completed



Not Completed



Deferred



Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-5] Review our Asset Portfolio, to ensure maximum benefit for our community is being realised, including the occupancy of unused and under-utilised Council buildings	Present the Property Strategy to Council for adoption by September 2022	An external consultant has been engaged to develop the Property Strategy, with commencement delayed due to the work required to establish condition reports on Council's properties. A draft Property Strategy is expected to be reported to Council in 2023-24 and oversight reporting on this action will be provided to Council through Quarterly Council Plan Action Plan reporting until completed.		Not Completed
	Secure tenant occupancy and use of the Edwardes Lake Boathouse		This Action is on hold due to a restrictive covenant limiting the use of the land and the impact this would have on securing a viable tenancy. This covenant was discovered in late 2022. Work has been undertaken to establish design concepts for the Boathouse and a plan for an expression of interest for a tenant, all of which is subject to the removal of the covenant by the Estate of Edwardes, as the individual that gifted this land to Council. This action is planned to continue into 2023-24.		Not Completed
	Progress work toward realising the future of the former Reservoir Police Station at 25 Edwardes Street, Reservoir		Council and Victoria Police have reached agreement on compensating Council for the cost of demolition, in lieu of demolition in this quarter. With the matter of demolition resolved and the extension to the building to be retained, an expression of interest has been undertaken to determine interest in the future use of the former Reservoir Police Station. Assessment of the EOI will be informed by the priority needs and outcomes for the community. The outcome of the EOI will be reported to Council upon conclusion of the assessment for noting.		Completed

 Completed

 Not Completed

 Deferred

 Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Progress work toward realising the future of the former Reservoir Library site	The former Reservoir library, together with the adjoining car park, has been identified to be a potential development site to enhance this precinct as a major activity centre. Council proposes to undertake work to develop a plan for this site to understand its development potential to deliver community-based services. This action remains a priority and has been included in the 2023-24 Action Plan to progress. The library remains unoccupied due to it not being fit for occupation.		Not Completed
		Undertake an Equity Impact Assessment of the Property Strategy in line with Council's policy and commitments to equity, human rights and diversity	Development of the Property Strategy has been delayed compared to original plans (see Action 4-5 Present the Property Strategy to Council for adoption by September 2022) however undertaking an Equity Impact Assessment will be done as a key part of this work.		Not Completed
		Improve access to and participation in Council spaces and services by under-represented and disadvantaged communities	A Property Framework has been established and a Lease and Licensing Policy prepared to improve access to Council's properties through lease and licensing arrangements held by, or that support through community outcomes, under-represented and disadvantaged communities. Council has also opened the new Intercultural Centre as a welcoming space for all and Council's established approach to Equity Impact Assessments continues to strengthen access and removal of barriers to those under-represented or disadvantaged across a range of services.		Completed

Completed Not Completed Deferred Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[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	Undertake work to increase temporary housing through Council properties	The community housing project on Town Hall Avenue, Preston is almost completed and will provide a level of affordable housing. The Kids Under Cover arrangement has also been renewed to provide temporary housing for young people. Future opportunities that are being explored include the potential of the former Reservoir Library site and existing lease arrangements with housing providers on Council properties. Temporary housing spaces have been maintained and not increased in this financial year and will continue through business as usual activities embedded through the Property Strategy.		Completed
	[4-7] Conduct an audit of the users of Council spaces and services, and develop strategies to increase the participation of underrepresented groups in our community	Design and implement an audit of services and venues to establish a baseline dataset of participation and identify under-represented groups	In this quarter, Council has undertaken an audit of the users of Council's property portfolio (excluding sporting seasonal licenses). Council will use this information to identify under-represented groups. This work is expected to be completed in Q1 2023-24.		Not Completed
	[4-8] Develop specific strategies to increase the participation of underrepresented groups and develop responses to support greater inclusion where audit data collected indicates low participation rates	Develop specific strategies to address participation of underrepresented groups and support greater inclusion where there are low participation rates to be included in the Cultural Diversity Action Plan	Data collection and mapping of existing services and infrastructure has continued in Q4 through the Welcoming Cities Accreditation. This work will be complementary to and support and inform the draft Cultural Diversity Action Plan in 2023-24.		Not Completed

 Completed  Not Completed  Deferred  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-9] Explore the opportunities to offer a Council building space each year to one community group or organisation, to promote cultural diversity	Implement the adopted Property Strategy with regard to optimising Council properties through the leasing and use of Council properties	Development of the Property Strategy has been delayed compared to original plans (see Action 4-5 Present the Property Strategy to Council for adoption by September 2022) however work has been done to draft a Leasing and Licensing Policy which will assist in optimising use of Council Properties. in 2023-24 this draft Policy will be considered by Council followed by community engagement before a Policy is established.		Not Completed
	[4-10] 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	Establish service levels for each class of asset	The Transport Asset Management Plan encompassed both community and technical levels of service. The draft Open Space Asset Management Plan, which has undergone stakeholder review, has highlighted gaps in its Service Levels. These gaps will form part of the Improvement Plan for this asset. Levels of Service will be reviewed as part of the development of the Cultural Arts, Drainage and Building Asset Management Plans.		Not Completed

● Completed
 ● Not Completed
 ● Deferred
 ● Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-12] Transform our models of service delivery through service reviews, to improve and ensure accessibility and consistency of our customer experience	Undertake year one of the three-year Service Review Program	The review of building services is progressing well. The additional service reviews have now been clarified as a result of reviewing the Council Plan, long-term financial plan, 2023-24 Budget and establishment of the draft Organisational Strategy. As a result, targeted service reviews will commence in 2023-24.		Not Completed
	[4-13] 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	Develop a four year Communications Strategy that ensures strategic planning of effective and reflective communications across our diverse community	A Communications Plan has been completed and implementation is underway.		Completed
		Implement actions in the Communications Strategy	The strategy is now in the implementation phase and this will continue into 2023-24 and beyond.		Completed
	[4-15] Develop a Leisure Strategy for our city	Develop a Leisure Strategy for our city, informed by community consultation and engagement with key community stakeholders	Development of the Leisure Strategy resumed in December 2022 but was paused due to higher priorities. Officers will recommence this work in 2023-24 for completion in 2024-25.		Deferred
	[4-16] Undertake a review of the General Local Law	Develop a proposal for improvements to the General Local Law including consultation with community.	Preliminary research and review were undertaken. Project completion was deferred to 2023-24, to allow resources to be focused on operational priorities.		Not Completed

● Completed ● Not Completed ● Deferred ● Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-17] Support our community and businesses during the construction phase of the Preston Level Crossing project	Minimise the impact to community and businesses during the construction phase of community areas and roads surrounding the Preston Level Crossing	Council has continued to support and advocate on behalf of residents impacted by the Bell-Preston level crossing removal project on fencing, overlooking and other issues.		Completed
		Assess quality of construction of community spaces and Council assets constructed as part of the Preston Level Crossing to ensure that they meet the design requirements and minimise future costs	Council continues to work with the Level Crossing Removal Project (LXRP) to ensure open space and other assets are delivered to a high standard. The construction and delivery of landscaping and open spaces created through the Bell-Preston level crossing removal were completed in early 2023.		Completed
		Review and advocate for good designs and planning decisions for the Keon Park Level Crossing Removal Project	Council continues to advocate for good design and support for local businesses impacted by the upcoming works.		Completed
	[4-18] 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	Advocate to protect Preston Market, including advocacy to the State Government, public communications and representing Council through the formal planning process	Through the State Government planning process, Council advocated to protect the Preston Market. The culmination of these efforts was the Standing Advisory Committee (SAC) report, released in April, which recognised the market's heritage significance and recommended that the Victorian Planning Authority (VPA) structure plan, framework plan and zoning controls be revised to reflect this. The Minister for Planning has publicly supported the heritage findings of the SAC report, stating that "New planning controls, including a Heritage Overlay, will now be introduced to protect Preston Market's heritage and put beyond any doubt the importance of the market to the community."		Completed

 Completed  Not Completed  Deferred  Discontinued

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

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-19] Progressively improve our Darebin Planning Scheme, establishing a new Municipal Planning Strategy and undertake two new major planning reform projects	Continue to advocate for the community vision in the translation of the Darebin Planning Scheme into the State Government's new Planning Policy Framework, and meet Council's statutory obligation to complete this translation	The draft policy translation of the Planning Scheme into the new state format was finalised and endorsed by Council in May. The translation was prepared through a series of thorough reviews to ensure that local policy content is retained in the new format. The State Government will progress the planning scheme amendment to introduce the changes.	●	Completed
		Commence work to improve local economic development and help achieve 20 minute neighbourhoods by investigating Darebin's Activity Centre Hierarchy	Analysis of Darebin's Neighborhood Activity Centres (smaller shopping and business precincts) is complete. Council has appointed an economic consultancy to help establish a hierarchy of activity centres and drive economic activity and growth of employment. A draft report has been received and is being finalised.	●	Completed
		Respond to development pressure at the Northland Shopping Centre to ensure good planning of the site and wider precinct and that any planning provisions are appropriate and achieve community, transport, environmentally sustainable development, social housing and local economic outcomes	Council has responded to the development pressure at Northland Shopping centre by commissioning and undertaking strategic investigations into the East Preston activity centre. A Structure Plan and Transport Study are underway with drafts due for completion by August 2023.	●	Completed
	[4-20] Review our Housing Strategy and planning zones including engaging with our community on where housing and development should be, and strengthening neighbourhood character provisions	Prepare and undertake community consultation on the draft Housing Strategy and Neighbourhood Character Study	Additional strategic work is being undertaken to strengthen the evidence base for the draft Housing Strategy and Character Study. The draft Housing Strategy and Neighbourhood Character Study and an additional supporting background document are being drafted.	●	Not Completed

● Completed ● Not Completed ● Deferred ● Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-21] Advocate for higher and mandatory Environmentally Sensitive Design (ESD) standards in building and planning controls	Advocate for stronger planning provisions for higher energy efficiency standards, including in collaboration with other Councils and via the Council Alliance for a Sustainable Built Environment (CASBE)	Council submitted a planning scheme amendment for 'Elevating Environmentally Sustainable Design Targets and Zero Carbon Development' to the Minister for Planning to authorise in mid-2022 alongside 23 other participating Councils, led by the Council Alliance for a Sustainable Built Environment (CASBE). The Minister has yet to authorise the amendment. Council, together with the group of councils and CASBE, are continuing to advocate for the progression of the amendment.		Completed
	<p>[4-22] Complete major planning reform work to:</p> <ul style="list-style-type: none"> • Introduce an open space levy to fund open spaces in our city • Introduce a Developer Contributions Scheme to help fund infrastructure for our growing population • Establish Heidelberg Road Corridor controls • Establish Thornbury Park Heritage Estate controls 	Seek an interim open space levy increase while progressing work to permanently increase the open space levy	Council remains committed to increasing the supply of open space in Darebin. In September 2022, Council resolved to commence a new planning scheme amendment to enable an interim 5% open space contribution rate. Work has progressed on options for delivering the interim amendment in 2023-24. It is anticipated that Council will consider a report before the end of 2023, seeking authorisation to commence the amendment.		Not Completed
		Continue to prepare and implement planning provisions for the Heidelberg Road corridor, including heritage, land use and urban design	Heritage controls for the Heidelberg Road corridor were approved by the Minister for Planning in December 2022 and have been introduced in the Darebin Planning Scheme. Further strategic work to guide land use and urban design settings will not progress in 2023-24 due to other budget priorities.		Completed

Completed Not Completed Deferred Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Continue to prepare and implement planning provisions for the Thornbury Park Estate Heritage Precinct	Amendment C191dare was submitted to the Minister for Planning for approval in December 2022 and is currently under consideration. Implementation of the proposed planning provisions is subject to the Minister's decision, which is anticipated by October 2023.		Completed
		Respond to State-led planning scheme amendment and planning processes that arise for key strategic sites within the municipality to ensure a planning outcome that aligns with Council 's policies	The Standing Advisory Committee's report for Preston Market, released on 3 April, recognised the market's heritage significance. Council made a submission to the State Government led amendment relating to 16-20 Dumbarton Street, Reservoir and will present Council's position at the Standing Advisory Committee hearing in July 2023.		Completed
	[4-23] Complete our Central Preston Structure Plan	Prepare a draft Central Preston Structure Plan for Council consideration	Draft technical studies to inform the Structure Plan have been provided in relation to the built form, economic analysis and heritage assessment, as well as internal workshops. A draft of the Structure Plan and Activity Centre Zone controls will be delivered by July 2023, and a final draft by August 2023.		Not Completed

Completed Not Completed Deferred Discontinued

CAPITAL WORKS

Project by Asset Class	Delivery Due Date	Status	Project Status Comments
Buildings			
John Hall Pavilion Design	Multi-year Project	●	Completed the work as planned for 2022/23
Northcote Aquatic and Recreation Centre	Multi-year Project	●	Completed the work as planned for 2022/23
Building Renewal Program	30-Jun-23	●	The Building Renewal Program was delivered in 2022/23. Key projects included renewal of roofs at Clyde Street Community Centre and Pitcher Park Pavilion, renewal of kindergartens at Clifton Street, Northcote and Thornbury and enhancements to other community facilities like Edwardes Lake Netball Pavilion and Donald Street Community Centre.
Reservoir Leisure Centre Design	30-Jun-23	●	Project is placed on hold.
Darebin Resource Recovery Retaining Wall	30-Nov-23	●	Project is completed.
Bill Lawry Oval Pavilion	Multi-year Project	●	Council resolved not to construct the Bill Lawry Oval Pavilion redevelopment project in light of financial pressures.
Catalyst Project - Preston Civic Precinct (includes Intercultural Centre)	31-Jan-23	●	Project is completed.
Merri Community Child Care and Kindergarten	Multi-year Project	●	Completed the work as planned for 2022/23
Reservoir East primary School Kindergarten	31-Jan-23	●	Project is completed.
Bridges			
Darebin Creek Bridge	30-Jun-23	●	Project is completed.
Harding Street Bridge Replacement Design	30-Jun-23	●	Council is undertaking this project in collaboration with the City of Merri-bek. Design has been delayed due to procurement challenges and officers at Merri-bek are working to resolve this issue.
Bridge Guardrail Renewal Program	30-Jun-23	●	Project is completed.

● Completed

● On Track

● Delayed

● Off Track

● On-hold/ Discontinued

CAPITAL WORKS

Project by Asset Class	Delivery Due Date	Status	Project Status Comments
Drainage			
Drainage System Renewal and Upgrade Program including WSUD and Reactive Works	30-Jun-23	●	Project is completed.
Kerb and Channel Renewal Program	9-Jun-23	●	Project is completed.
Stormwater Pipe Relining Program	30-Jun-23	●	Project is completed.
Footpaths & Cycleways			
Pit Lid Renewal Program	30-Apr-23	●	Project is completed
Safe Travel, Walking and Cycling Transport Program	30-Jun-23	●	Project is completed
Shared Path - Parks Renewal Program	31-May-23	●	Project is completed
Information Technology			
IT Improvement Program	30-Jun-23	●	Most of the tasks planned for the FY22-23 for IT Improvement have been completed. Some activities related to Darebin Library Technical Action Plan are in progress and will be completed before end of 2023.
IT Infrastructure Upgrade Program	Multi-year Project	●	IT Infrastructure upgrade program is progressing as planned and is on track to be completed in the Q1 of FY 2023-24. Key milestones completed in FY22-23 include network upgrade for major sites within the council and successfully setting up the IT Disaster Recovery on the cloud.
Land			
Land Acquisition to Create New Parks	30-Jun-23	●	Awaiting receipt of the draft Contract of Sale from the Department of Transport for Council's review for the purchase of three parcels of land at Clements Reserve, Reservoir.
Libraries			
Library Collections	30-Jun-23	●	Project is completed.

● Completed

● On Track

● Delayed

● Off Track

● On-hold/ Discontinued

CAPITAL WORKS

Project by Asset Class	Delivery Due Date	Status	Project Status Comments
Parks, Open Space & Streetscapes			
Northcote Golf Course Works - Capital Works	30-Jun-23	🟡	Preliminary design work is completed, and project will be completed in late 2023.
Open Space Improvements Program	30-Jun-23	🔵	Project is completed.
Monument Celebrate Darebin's Migration Story	Multi-year Project	🟡	This project did not commence this financial year. Discussions are currently underway regarding the prioritisation of this project.
WH Robinson Reserve Cricket Nets Design	30-Jun-23	🔵	Project is completed.
Streetscape Improvements Covid Recovery	30-Jun-23	🔵	Project is completed.
Contaminated Land Remediation	Multi-year Project	🟢	Works are underway to relocate underground fuel tanks at the Operations Centre and Bundoora Park to above ground as required by the Environmental Protection Agency. Due diligence investigations are underway with design work to follow.
Community Safety Upgrades Program	30-Jun-23	🔵	Project is completed.
Irrigation Upgrades and Renewals Program	30-Jun-23	🔵	Project is completed.
Oval and Sportsground Renewal and Upgrade Program	30-Jun-23	🔵	Project is completed.
Park Asset Renewal Program including Drinking Fountains	30-Jun-23	🔵	Project is completed
Playspace Renewal Program	30-Jun-23	🔵	Project is completed
Sportsground Sub-surface Drainage	30-Jun-23	🔵	Project is completed
Synthetic Cricket Wicket Installation Program	30-Jun-23	🔵	Project is completed

● Completed

● On Track

● Delayed

● Off Track

● On-hold/ Discontinued

CAPITAL WORKS

Project by Asset Class	Delivery Due Date	Status	Project Status Comments
Plant, Machinery and Equipment			
Vehicular Plant Replacement Heavy Vehicle	30-Jun-23	●	Project is completed
Vehicular Plant Replacement Light Vehicle	30-Jun-23	●	Project is completed
Arts Venue & Hubs Plant & Equipment Program	30-Jun-23	●	Project is completed
Replacement of Mobile Garbage, Green Waste and Recycling Bins Program	30-Jun-23	●	Project is completed
Youth Services Asset Renewal Program	30-Jun-23	●	Project is completed
Recreation, Leisure & Community Facilities			
Sportsfield Lighting Renewal Program	30-Jun-23	●	Project is completed
Roads			
Accessible Parking Bays	30-Jun-23	●	Project is completed
Blackspot Design and Construction Program	1-Dec-23	●	One traffic signal project has been completed at Wood Street/Laurel Street in Preston. The second project at Mitchell Street/Victoria Street work is underway and will complete construction by late 2023.
Right of Way Rehabilitation Program	30-Jun-23	●	Project is completed
Road Rehabilitation Design & Construction Program	30-Jun-23	●	Project is completed
Roundabout Renewal Program	31-May-23	●	Project is completed
Road Resurfacing Program	30-Apr-23	●	Project is completed

● Completed

● On Track

● Delayed

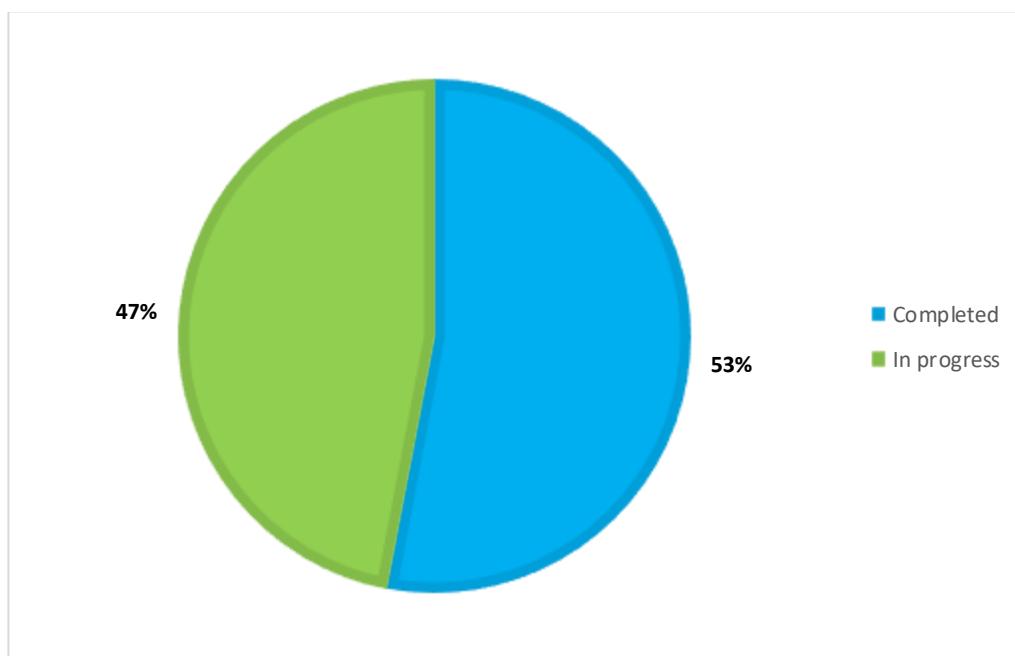
● Off Track

● On-hold/ Discontinued

STATUS OF COUNCIL RESOLUTIONS

For Q4, 47 resolutions were made through Council and Planning Committee meetings, 25 (53%) have been completed and 22 (47%) are in progress. Due to the complexity of some of the resolutions, they may span multiple years and can be superseded or updated as the initiatives progress.

Status of Council Resolutions



In comparison to Q3, Q4 has increased by 10 Council Resolutions. The table below provides a comparison table:

Quarter	In Progress	Completed	Total
Q1 (July – Sept 2022)	12 (33%)	24 (67%)	36
Q2 (Oct – Dec 2022)	24 (57%)	18 (43%)	42
Q3 (Jan – March 2023)	23 (62%)	14 (38%)	37
Q4 (April – June 2023)	22 (47%)	25 (53%)	47

CITY OF DAREBIN

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