

# YOUR 2021- 2025 Council Plan



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

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

خطة المجلس هذه هي الخطوة الأولى نحو خلق رؤية مجتمعنا لداربين التي يريد تحقيقها بحلول عام 2041. تتضمن خطة المجلس هذه خطة البلدية للصحة والرفاهية، والتي تحدد الإجراءات لتمكين السكان من فرصة تحسين صحتهم ورفاهيتهم. لمزيد من المعلومات، يرجى الاتصال بخط الهاتف متعدد اللغات 8470 8470 (03) لإيصالك بمساعد لغوي أو مترجم فوري.

### Chinese Simplified

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

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

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

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

### Greek

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

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

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

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

### Hindi

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

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

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

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

## Italian

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

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

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

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

## Macedonian

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

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

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

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

## Nepali

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

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

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

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

## Punjabi

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

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

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

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

## Somali

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

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

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

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

## Spanish

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

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

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

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

## Urdu

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

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

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

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

## Vietnamese

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

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

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

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

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# About Our Council Plan

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

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

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

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

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

Our Council Plan has been informed by extensive community engagement, including the feedback collected for our Community Vision, and our current research, strategies and plans.

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

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



# Acknowledgements

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

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

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

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

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

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

## **Darebin's Diversity Statement**

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

Darebin City Council acknowledges the history and contributions of the various communities, migrants and refugees who have made the municipality their home. Their endeavours have enriched the economic, social, cultural, artistic, community and civic character of the city, and created a cosmopolitan locality where variety and difference are welcomed and encouraged.

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

# Climate Emergency And Climate Risk

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

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

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

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

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

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

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

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

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



# Quick Facts About Darebin



## Place of birth

**59%**

born in Australia

**33%**

born overseas

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

**8%**

not stated

## Aboriginal or Torres Strait Islander

**0.8%**

are Aboriginal or Torres Strait Islanders

## Languages spoken at home



**36.9%**

Speak a language other than English at home

**82**

Languages in total

- 56% English only
- 7% Italian
- 6% Greek
- 4% Mandarin
- 3% Arabic
- 2% Vietnamese
- 15% Other
- 7% not stated

2016 ABS census



## Place of birth of parents

**58%**

have either one or both parents born overseas



## Households

**60%**

Live with family

**26%**

Live alone

**8%**

Live in group houses

**6%**

Other

## Tertiary qualifications



**40,282**

32.7% Bachelor Degree (27.5% Greater Melbourne)

## Religion



**40**

Religions in total

- 43% Christian (all denominations)
- 36% not religious
- 5% Muslim
- 3% Buddhist
- 3% Hindu
- 1% other religions
- 9% not stated

## Ages



**16%**

children 0-14

**13%**

young people 15-24

**57%**

25-64

**14%**

65+



## Employment

**70,306**

Residents employed in 2016

**60%**

Full-time

**38%**

Part-time

**5,433**

7.2% were unemployed (6.8% Greater Melbourne)

## Income



**\$1,420**

Weekly median

(\$1,539 Greater Melbourne)

**39%**

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

# Our Community At The Heart Of Our Vision

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

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

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

## What our community told us they value



### Greening the City

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



### Sustainability

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



### Inclusive Diversity

Our community values multiculturalism and aspires to preserve inclusivity.



### Safety

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



### Lifestyle

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

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

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



# Darebin 2041 Community Vision

Darebin is an equitable, vibrant and connected community.

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

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

Supporting this Vision, are the pillars of:



## Vibrant, Respectful and Connected

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



## Prosperous, Liveable and Flourishing

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



## Climate, Green and Sustainable

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



# Message From Our Mayor



This past year has been a challenging one for all of us. And this was a key focus of the discussions we had developing this new Council Plan – how can we, as a Council, not only help our community recover from the COVID-19 pandemic, but how can we move our city forward to improve, and prosper?

The City of Darebin is not a simple one to govern; it is not generic. We are a diverse people in every sense – and with diversity comes many strengths, and also complexities. In developing the Community Vision 2041, which has guided this Plan, we were very keen to make sure all our voices had the opportunity to be heard. Using postcards, phone surveys and pop up events across Darebin, over 1,600 members of our community were able to tell us what they want our future to be.

We've also been privileged to work with a community deliberative panel – created to guide the Vision.

Thirty-nine community and business representatives from across our city, worked with us for months to discuss and refine all the information received from our community. We now have a Vision and a Council Plan that harnesses our community's strengths, and will meet the challenges ahead.

This Council – my fellow eight Councillors and I – was elected in October last year.

It is now our responsibility to guide and govern this wonderful city over these four years. We can only do this effectively by working with our community, our businesses, and other service organisations. If this last year has taught us anything, it is that we are in this together, and we all need to continue to work towards the Vision of our community.

The Council Plan sets, very clearly, what our goals are, and what actions we will take to meet those goals over these coming four years. It is our commitment to this community.

Every year, we will let you know how we are tracking – the achievements, but also any adjustments needed as we move ahead.

I encourage you all to please keep an eye on our progress, and let us know if there's anything we need to address. Keep talking to us. This is how a Council Plan becomes more than a document; it becomes a tool for us to continue building the Darebin we all want.

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

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

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

We have four directions that will guide our actions and resources over the next four years:

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

**Prosperous, Liveable and Flourishing** – building on Darebin’s strengths in relation to business, services and industry, and creating a city where all services and facilities to support a balanced, healthy life are easily accessible to our residents

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

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

We know we have an important role to play in helping our businesses and activity centres recover from the COVID-19 pandemic, and that this needs to extend further than just financial reprieve.

We want to work in partnership with our businesses and traders associations to truly revitalise our city’s economic life, and once again, see flourishing businesses, industries and shopping precincts.

We plan to be at the forefront of waste reform, which is really about all of us taking responsibility for what we consume. We want to change our behaviour as a city, by moving towards a circular economy focused on how we can re-use our waste, not only to benefit our environment and economy, but also our own health and wellbeing.

And in the spirit of leaving no one behind, we will be focusing heavily on the people in our community experiencing disadvantage, through engagement and service and program development. In the past, these community members may have not had the opportunity or means to tell us what they need, and how they can contribute their value to community life.

Through the development of the Council Plan, it has become clear we need to do better to invite our people experiencing disadvantage, to play an active role in creating the Darebin we want to become.

**Cr Lina Messina**  
Mayor

# Message From Our Chief Executive Officer



As we focus on the years ahead in this Council Plan, I want to reflect on the past year, which has raised unprecedented challenges for our community, and our organisation.

It was a year that saw the introduction of a new *Local Government Act 2020* – the first in over 30 years – and Council elections, which would normally be a huge undertaking in itself. But of course, we also all experienced the impacts of the COVID-19 pandemic, which required wholesale changes to how we, as an organisation, operated, to continue our services to our community.

I want to wholeheartedly thank our wonderful officers for their perseverance, patience and flexibility during this time. Our staff work here because they want to help to make our community's lives better, and they have done an amazing job in this last year to do just that.

I also want to sincerely thank the previous Councillors, who were steadfast in leading this city through this time of uncertainty. And I welcome working with our new Council – many who are returning Councillors – to continue Darebin's recovery from the pandemic, and to see in a new era of prosperity and community connectedness.

At the core of the new *Local Government Act 2020* is how we can better listen to, and work with, our communities. It also supports local governments to more easily work in partnership with each other – across municipal boundaries – to find new, more sustainable ways, to operate.

In this Council Plan, you will be able to see our Council's new planning and reporting framework – which sets out how we will deliver, and report back on, everything we do.

At the heart of this is the community-developed Community Vision 2041, and of course, the directions and actions of this four-year Council Plan. For the first time, we've embedded our health and wellbeing plan into our Council Plan, recognising it is integral to all our services and strategies.

Under the new Act, we are also developing 10-year finance and asset plans – to ensure we have a future view of our resources. This is important, as we need to make sure we can fund our commitments in the Council Plan, and provide the facilities and infrastructure our community will need into the future.

Ensuring our financial sustainability will be one of our greatest challenges in the years ahead. With our community and businesses recovering from the financial blow of the pandemic, we will need to find new, and better ways to maintain our infrastructure and provide our services. Partnership is the only way forward – with our services providers, organisations and businesses – and more broadly, with our local government neighbours, and state and federal governments.

Partnership is also how we want to orient our Council and organisation to our community. It's a new dawn for us, and we want to grow our connectedness with our diverse communities.

The new Act lays a foundation for this through its focus on deliberative community engagement. This method of engagement moves us to a deeper level - ensuring all of our community has the opportunity to help to form not only our strategic work, but the services and programs they use and know best.

We look forward to working with you.

**Sue Wilkinson**  
Chief Executive Officer



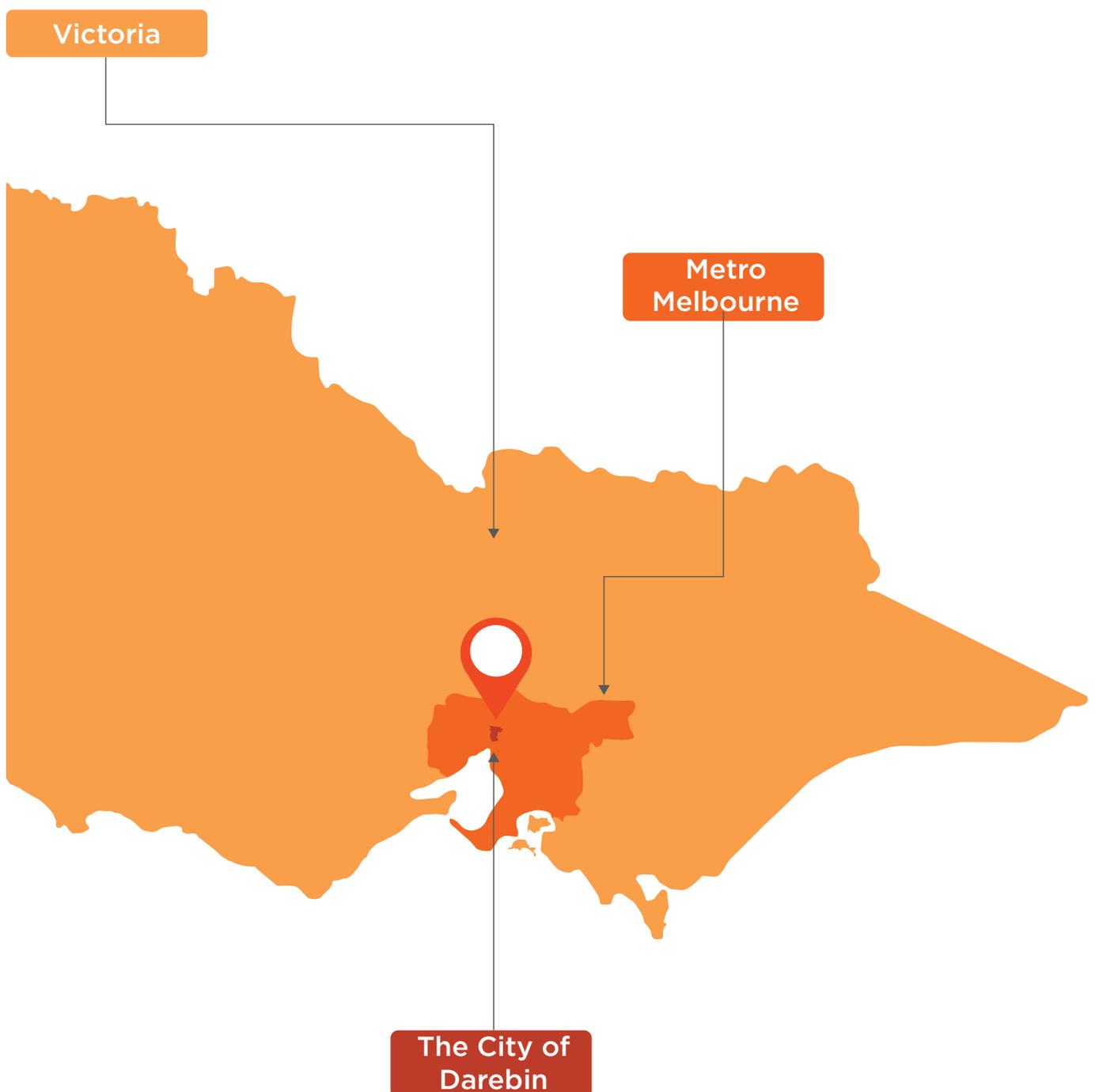
# Our Darebin

The City of Darebin is located between five and 15 kilometres north of Melbourne's central business district.

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

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

We are growing: in 2019, our city's population was 164,184 people, and this is expected to increase to 230,118 by 2041.



We are home to one of Victoria's largest and most diverse communities in the realms of culture, language, religion, socioeconomic background, employment status, occupation and housing need. In 2016, 48,842 of our residents were born overseas; 25 per cent had arrived in Australia in the five years prior.

We have a diverse mix of properties – with 67,051 residential properties, 4,637 business properties and 530 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, 930 hectares of open space (including parks and gardens), 509 km of roads, 30 km of shared paths, 1,035 km of footpaths, 13 road bridges, 52 foot bridges, 614 km of stormwater drains, 23,370 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.

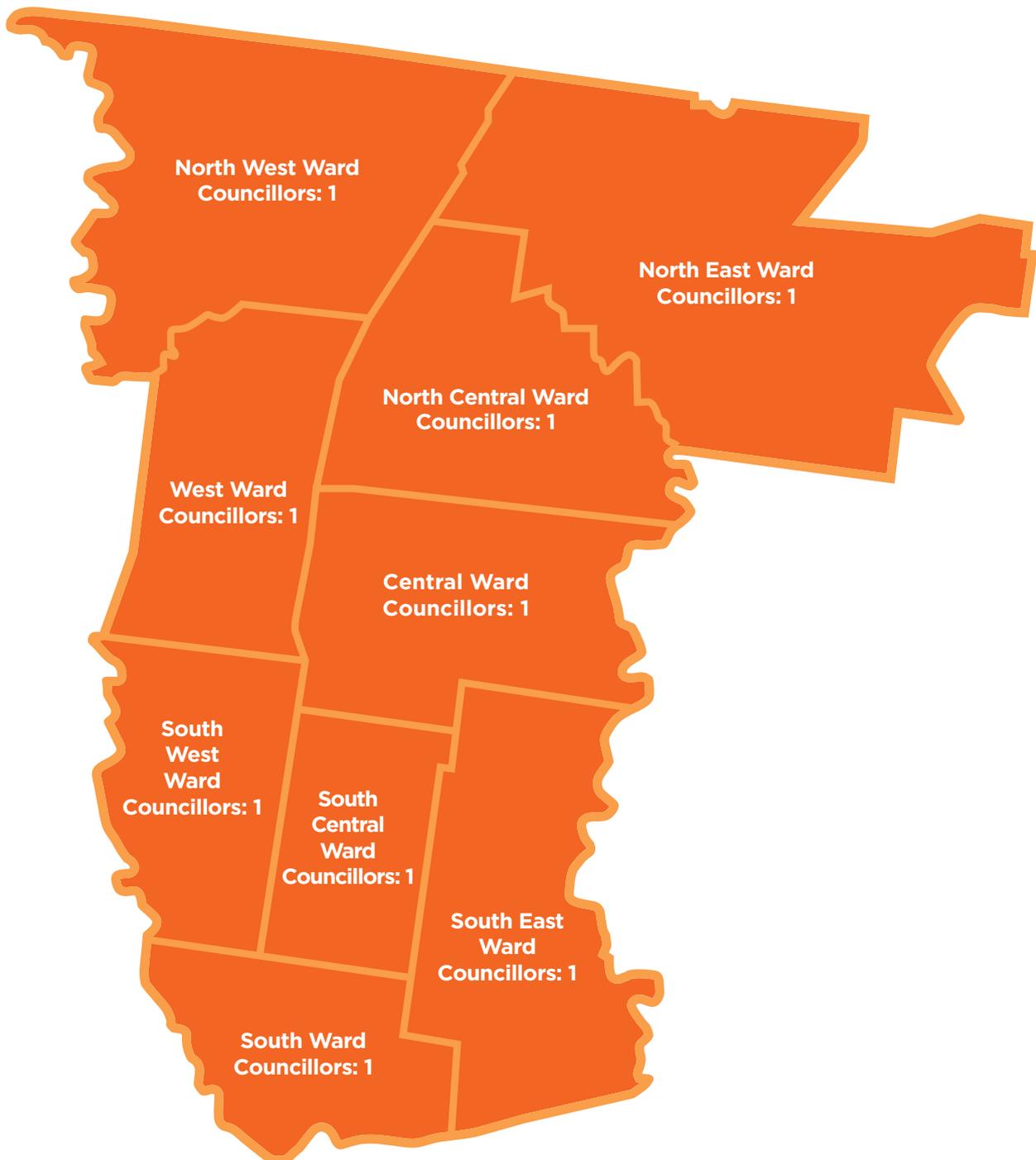
The Socio-Economic Index for Areas (SEIFA) score ranks areas based on indicators that contribute to disadvantage (including unemployment and income). In 2016, Darebin's SEIFA disadvantage score was 1,004, lower than Greater Melbourne at 1018, and Victoria at 1,010. This indicates Darebin is still relatively disadvantaged, compared to Greater Melbourne and Victoria.

In June 2020, our unemployment rate was 5.6 per cent. This is slightly lower than Greater Melbourne (5.7 per cent), and slightly higher than Victoria overall (5.4 per cent).

# Our Council

## Our City

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



## Our Councillors



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

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

## Our Councillors



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



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



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



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



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



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



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



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



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



# Our Planning Framework

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

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

In this first year of our term, our Budget is annual (2021-2022), however we will move to a four-year focused budget the following year.

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

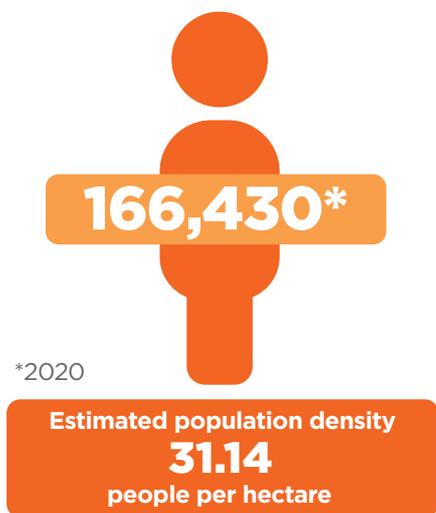




# Our People

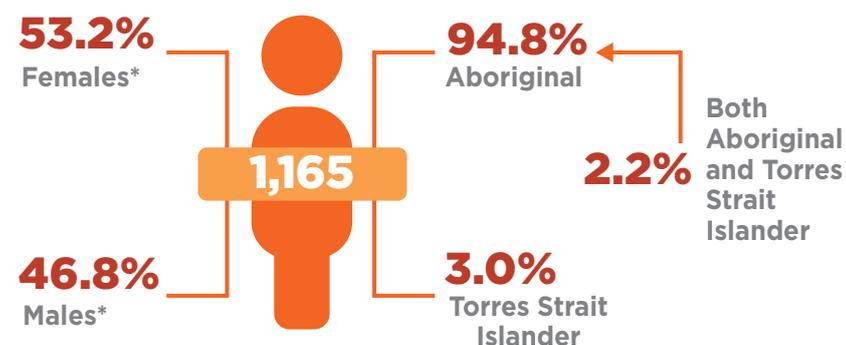
We are proud to be one of the most diverse cities in Victoria

## Population

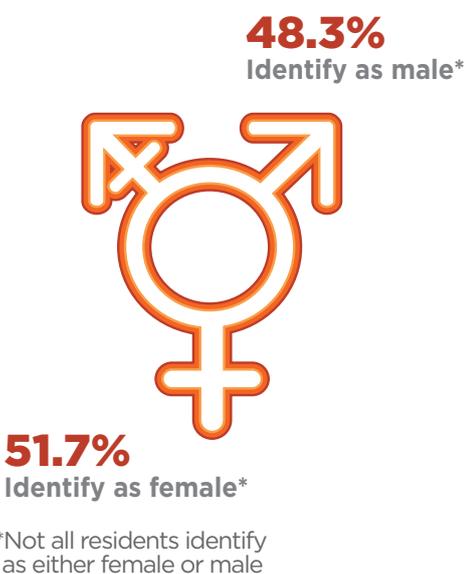


## Aboriginal and Torres Strait Islander people

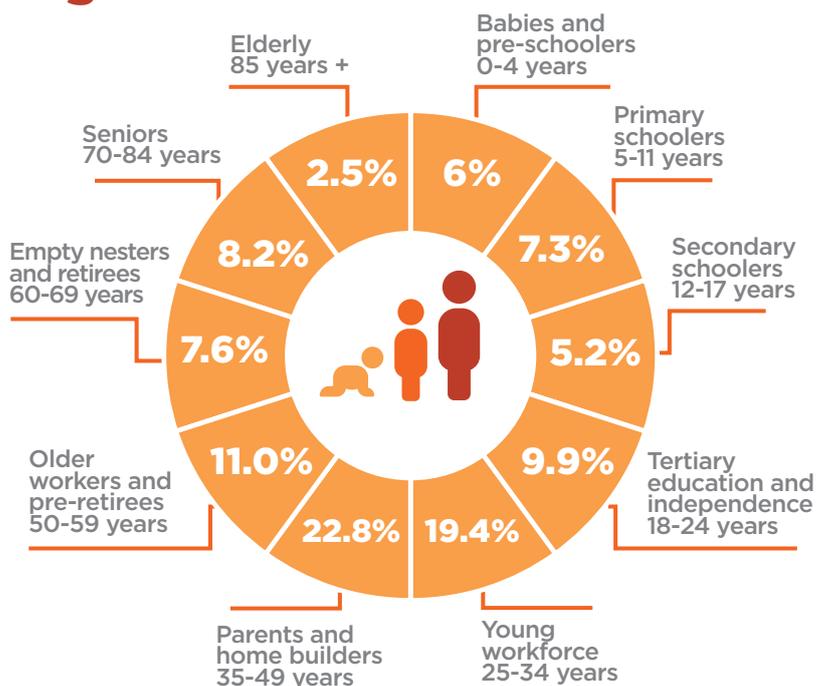
Residents live in **652** properties



## Gender



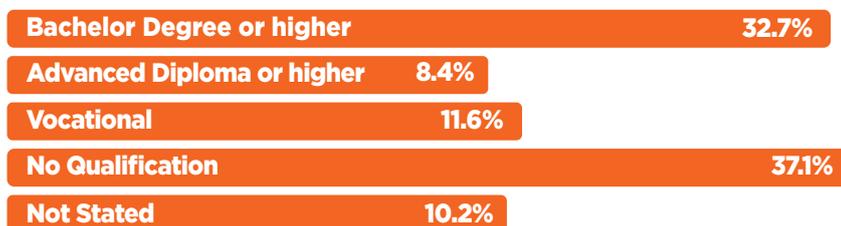
## Age structure



## Sexuality

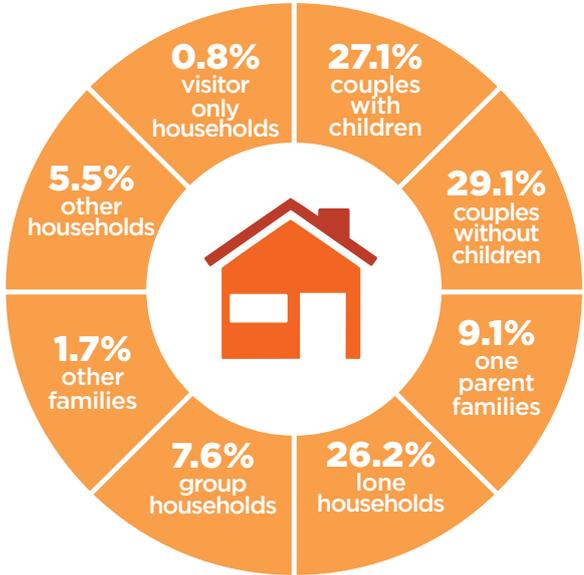


## Highest education qualification achieved



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

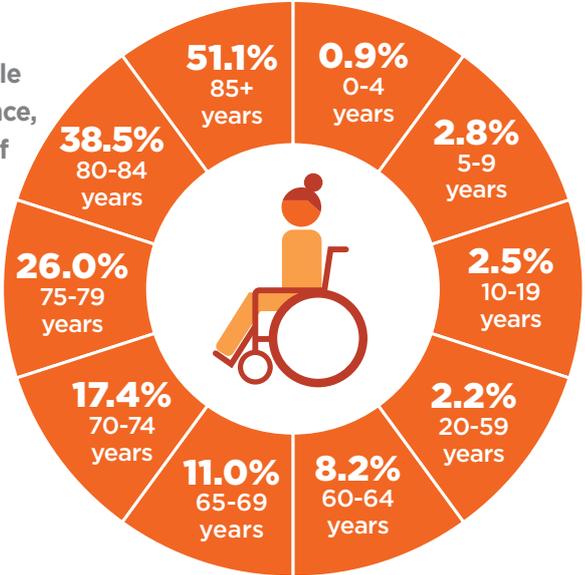
## Households



## People with a disability and needing assistance

**8,774**

(6%) of people need assistance, an increase of 724 people since 2011



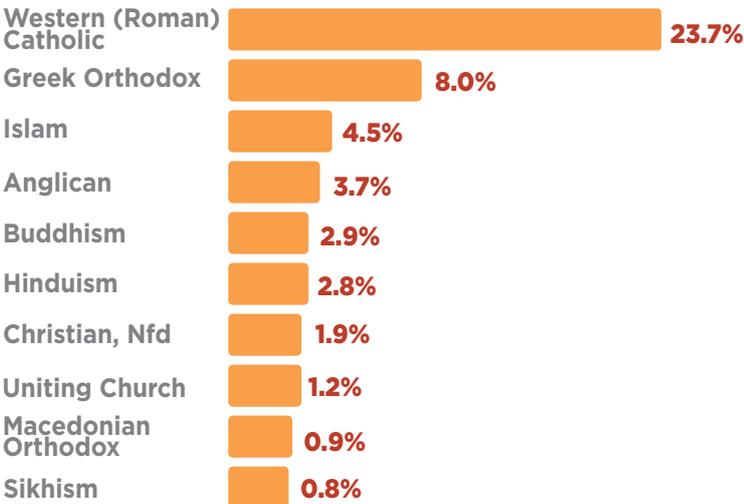
## Multilingual



**36.9%**

Spoke a language other than English at home

## Faiths and beliefs



## Place of birth

**59.2%**  
Born in Australia

**7.5%**  
Not stated

**142**

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

**51.4%**  
Female

**48.6%**  
Male

**33.2%**  
Born in overseas

**2,000**  
International students\*



## Place of birth of parents

**58%**

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

\*source 2016 Census

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

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

<sup>1</sup>Data sourced from .id consulting website at <https://profile.id.com.au/darebin> (11 November 2020). Data is based on the 2016 Census of Population and Housing.

## Darebin Population by Suburb

(Estimated Resident Population at 30 June 2019<sup>2</sup>)

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

Suburb	Population	% of Population	Population density**
Alphington	3,505	2.1	25.86
Bundoora-Macleod	8,828	5.4	11.41
Fairfield	6,431	3.9	42.98
Kingsbury	4,426	2.7	35.01
Northcote (East)	16,759	10.2	47.32
Northcote (West)	11,080	6.7	44.46
Preston (East)	19,913	12.1	29.38
Preston (West)	17,757	10.8	37.36
Reservoir (Cheddar)	15,413	9.4	33.81
Reservoir (Edwardes Lake)	15,050	9.2	27.05
Reservoir (Merrilands)	10,616	6.5	23.70
Reservoir (Oakhill)	13,879	8.5	32.60
Thornbury (East)	11,941	7.3	38.00
Thornbury (West)	8,586	5.3	43.12
<b>City of Darebin</b>	<b>164,184</b>	<b>100</b>	<b>33.72</b>

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

\*\*Persons per hectare.

Data sourced from .id consulting website at <https://profile.id.com.au/darebin> (1 June 2021).

Data is based on the 2016 Census of Population and Housing.

# Our Municipal Public Health And Wellbeing Plan

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

One way we do this is to ensure our Council Plan – our key strategic plan – includes actions to enable residents the opportunity to improve their health and wellbeing.

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

## Wellbeing Commitment

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

## Our Approach To Health and Wellbeing

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

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

## How We Work

### Integrated Planning

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

### Working in Partnership

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

### Influencing the Environments for Health

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

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

## Addressing Health Inequalities

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

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



## Environments For Health



### Natural

- Connection with nature
- Climate change
- Waste management



### Social and Cultural

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



### Built/Physical

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

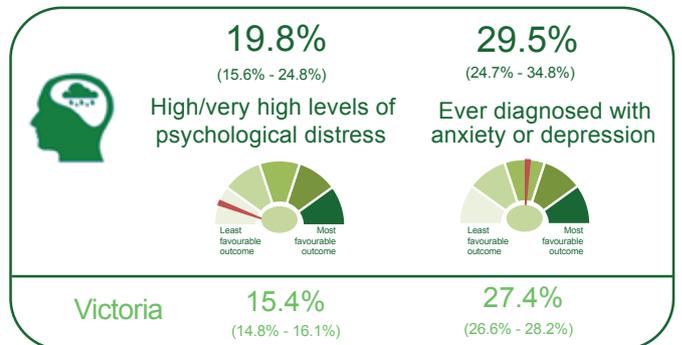
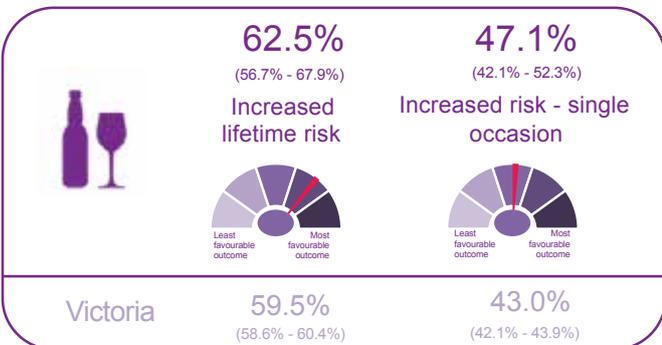
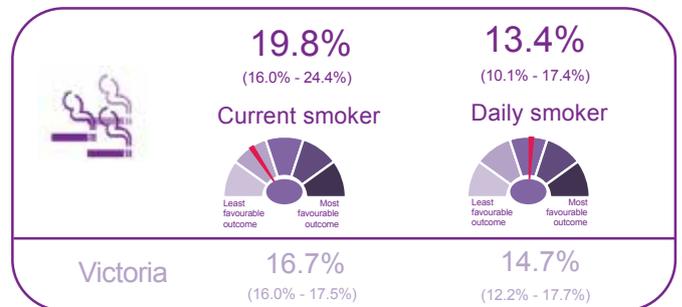
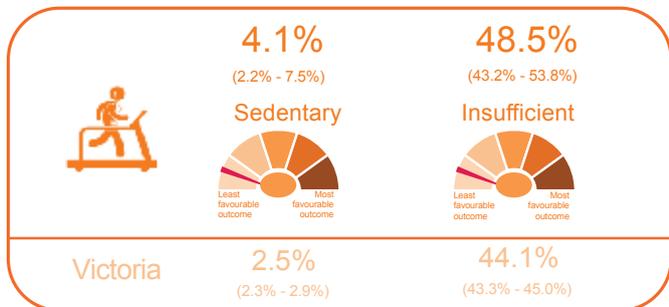
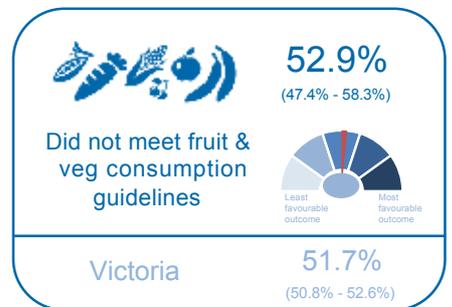
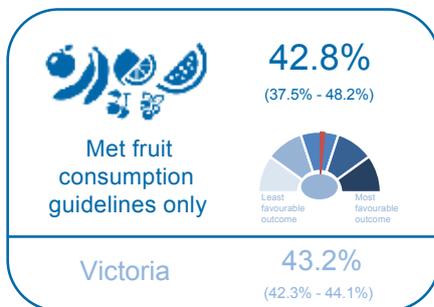
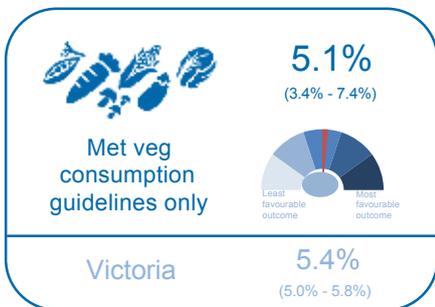
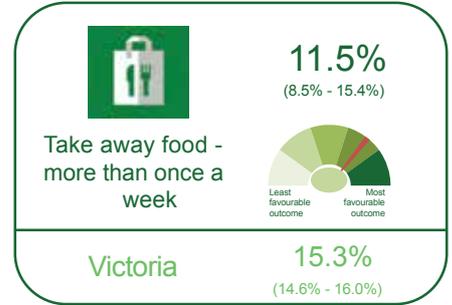
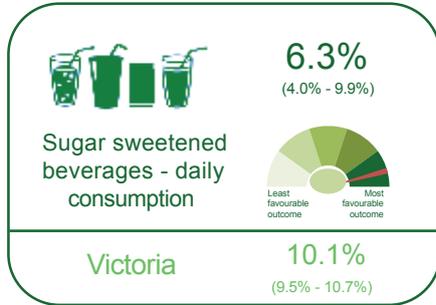
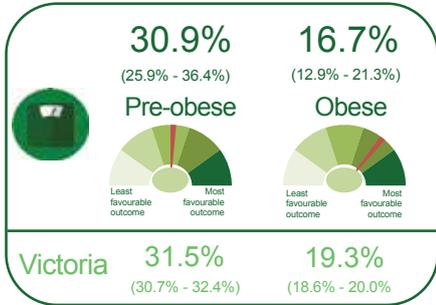


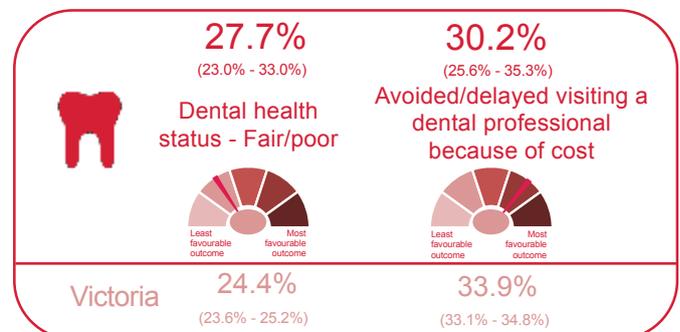
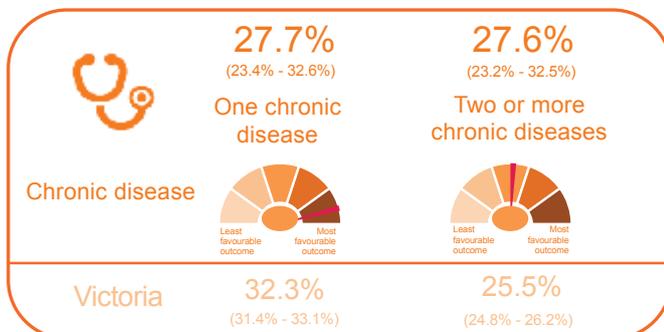
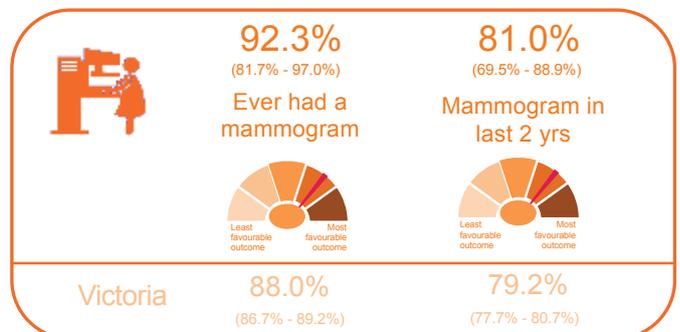
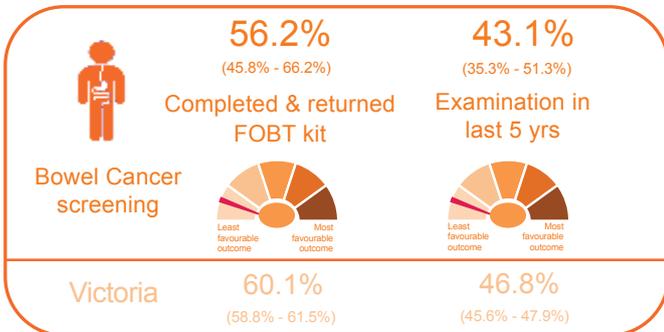
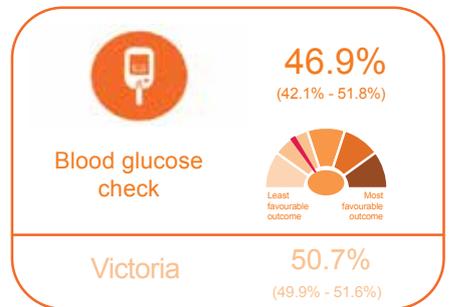
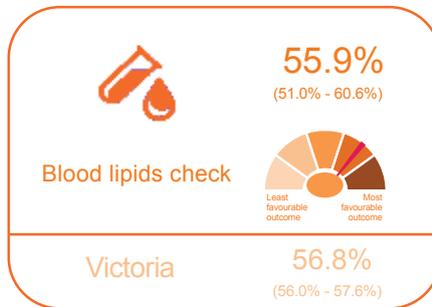
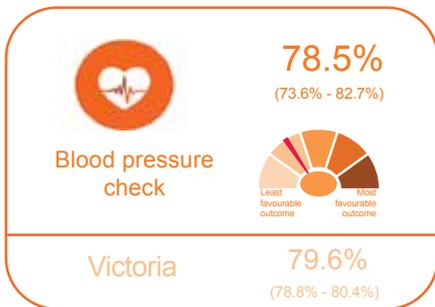
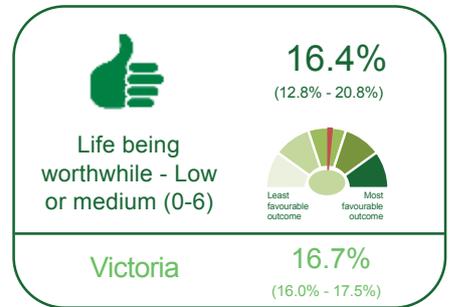
### Economic

- Employment
- Local economy

# Health And Wellbeing Indicators

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





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

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

# Our Health And Wellbeing Priorities

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

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

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

## Monitoring our progress

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

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



## Priorities: Modifiable Health Risks

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



## Priorities: Determinants of Health

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

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

1

**Ensuring Health Equity**

2

**Focusing on Environments for Health**

3

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



# How To Read Our Plan

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



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

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

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

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



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

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

# Council Plan

incorporating Municipal Public Health and Wellbeing Plan

## Strategic Objectives, Indicators and Actions

### Our 10 Big Actions

- 1 Build infrastructure for the future** by redeveloping Northcote Aquatic and Recreation Centre, redeveloping BT Connor Pavilion in Reservoir, and building Darebin Intercultural Centre in Preston
- 2 Plan infrastructure for decades to come** by 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
- 3 Continue to lead with our response to the climate emergency** by updating our Climate Emergency Plan to set out how to best achieve zero greenhouse gas emissions for Darebin by 2030, offering solar installations and energy retrofits to pensioners and vulnerable communities, delivering new business and community power purchase partnerships, supporting a shift to a circular economy and massively reducing our waste going to landfill, and delivering projects and programs aimed to improve safety for people cycling, walking and wheeling, increasing active travel which will also reduce transport emissions
- 4 Deepen our commitment to truth and justice for First Nations communities** in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Aboriginal and Torres Strait islander peoples who live and work in Darebin
- 5 Support vulnerable members of our community** by providing support with COVID-19 recovery, expanding our Homelessness Assertive Outreach program, and supporting community-led programs in East Reservoir and East Preston, to achieve greater physical and mental health, and wellbeing for all





6

**Champion local business and creative industries** by providing support with COVID-19 recovery, facilitating the establishment of a Darebin Chamber of Commerce, and improving the lighting and safety of our retail precincts and business activity centres

7

**Build a more inclusive community for all** by supporting Darebin's multicultural communities, reducing racism and discrimination, increasing access to our Council's services and sporting assets by groups who are under-represented, developing our Disability Action Plan to improve access for all to our services and infrastructure, and achieving Rainbow Tick accreditation (best practice in LGBTQIA+ inclusion) for our services and activities

8

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

9

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

10

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







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

Our Darebin will celebrate all our diverse communities.

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

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

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

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

We are one Darebin.

## Strategic Objective

### 1.1 We will 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

Environments for Health	Modifiable Health Risks
Social and Cultural Environment	Sedentary Lifestyle
Darebin City Council Indicators	City of Darebin Indicators
1.1.1 Number of people or groups from culturally diverse and diverse backgrounds and Aboriginal and Torres Strait Islander peoples, accessing Council services and sporting assets	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1-1	Develop a partnership with Multicultural Arts Victoria to deliver artistic opportunities for Darebin's communities		●	●	●	●
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		●	●	●	●
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		●	●	●	●
1-4	Develop a memorandum of understanding with Aboriginal Housing Victoria (AHV)		●	●	●	●
1-5	Work with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to progress "decolonising" Bundoora Park, including the farm and homestead		●	●	●	●
1-6	Develop partnerships with local Aboriginal community-controlled organisations to enhance our work towards mutual goals		●	●	●	●
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		●	●	●	●
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		●	●	●	●

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Social and Cultural Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
1.2.1 % of people from the community satisfaction survey that believe Darebin values inclusiveness	1.2.2 % of people from community satisfaction survey from diverse backgrounds that believe Darebin values inclusiveness

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1-9	Develop the Disability Action Plan to improve access to services and infrastructure for our residents and visitors		●	●	●	●
1-10	Develop programs to support international students living in Darebin		●	●	●	●
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		●	●	●	●
1-12	Develop a Cultural Diversity Action Plan to significantly improve access to services and infrastructure for multicultural communities		●	●	●	●

## Strategic Objective

**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**

Environments for Health	Modifiable Health Risks
Social and Cultural Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
1.3.1 Rainbow Tick Accreditation is achieved by 2023	
1.3.2 % increase in user satisfaction with Council's website	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
<b>1-13</b>	Work towards the Rainbow Tick accreditation (best practice in LGBTQIA+ inclusion) for Council's services and activities		●	●	●	●
<b>1-14</b>	Offer co-working spaces at our arts centres in Darebin		●	●	●	●
<b>1-15</b>	Support social enterprises that wish to work in our city, and with our Council - one per year		●	●	●	●
<b>1-16</b>	Provide financial and in-kind support to neighbourhood houses that bring our diverse people together		●	●	●	●
<b>1-17</b>	Launch Council's new website, with improved access functionality for people from diverse communities		●	●	●	●
<b>1-18</b>	Develop a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of LGBTQIA+ communities and work to combat homophobia, biphobia and transphobia		●	●	●	●

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Social and Cultural Environment	Mental Health
	Sedentary Lifestyle
Darebin City Council Indicators	City of Darebin Indicators
1.4.1 Broader diversity participation (including culturally and linguistically diverse) in Council services and venues (> over 4 years)	1.4.2 Darebin volunteering rate over four years (> to 20%)

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1-19	Deliver Age Friendly Darebin, expand aged care direct services, and register Council to become a home care package provider		●	●	●	●
1-20	Facilitate and support volunteer opportunities with Council across our diverse communities, to strengthen community connection and skills development		●	●	●	●
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)		●	●	●	●
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		●	●	●	●
1-23	Provide grants, and deliver and facilitate programs, services, and events that address loneliness, through supporting social connectedness and positive mental health		●	●	●	●
1-24	Work with our sporting and recreation clubs to increase access and participation of people from culturally diverse and disadvantaged backgrounds		●	●	●	●
1-25	Increase the opening hours of Reservoir Library to include Sundays (to align with the opening hours of Northcote and Preston libraries)		●	●	●	●
1-26	Provide the Libraries After Dark program at Reservoir and Preston libraries		●	●	●	●
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		●	●	●	●
1-28	Advocate to state and federal governments to increase investment in early intervention and tertiary mental health services		●	●	●	●
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		●	●	●	●
1-30	Work in partnership to deliver initiatives that reduce the stigma associated with mental ill-health, through awareness and education		●	●	●	●

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Social and Cultural Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
1.5.1 Amount of funding provided to Aboriginal community-led organisations over four years	1.5.2 Aboriginal and Torres Strait Islander peoples living in Darebin that are working/employed (> in four years)
	1.5.3 Aboriginal and Torres Strait Islander-led businesses and organisations in Darebin (> in four years)

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
<b>1-31</b>	In consultation with the Darebin Aboriginal Advisory Committee, continue to implement and expand our Aboriginal Employment Strategy and Aboriginal Action Plan		●	●	●	●
<b>1-32</b>	Develop a partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to support the delivery of mutual goals		●	●	●	●
<b>1-33</b>	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		●	●	●	●
<b>1-34</b>	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		●	●	●	●
<b>1-35</b>	Increase support to Aboriginal community-controlled organisations by incorporating a specific funding stream into our Community Grants Program			●	●	●

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Social and Cultural Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
1.6.1 Number of partnerships with community-based organisations	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
<b>1-36</b>	Initiate an annual cultural diversity and social cohesion oration as part of the FUSE festival		●	●	●	●
<b>1-37</b>	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		●	●	●	●

## Strategic Objective

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

Environments for Health		Modifiable Health Risks
Social and Cultural Environment		N/A
Darebin City Council Indicators		City of Darebin Indicators
1.7.1	Number of gender and community safety audits across Darebin at relevant consultation / project sites (2 per year)	1.7.4 Proportion of women and girls participating in sports and recreation (> over four years)
1.7.2	Number of Council policies and programs that apply a gender lens (> each year)	
1.7.3	Number of infrastructure programs that apply an Equity Impact Assessment to their planning process in alignment with Towards Equality Framework / Gender Equality Act	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1-38	Continue to implement and evolve our Gender Equality and Preventing Violence Against Women Action Plan, using an intersectional approach		●	●	●	●
1-39	Implement our responsibilities under the <i>Gender Equality Act 2020</i>		●	●	●	●
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		●	●	●	●
1-41	Identify opportunities to support the economic participation of women, as part of Council's COVID-19 recovery initiatives		●			
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		●	●	●	●

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Social and Cultural Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
1.8.1 Welcoming Cities Standard - Mentoring Level achieved by June 2022	1.8.3 Reported incidences of racism and hate speech, sourced from Human Rights Equal Opportunity Commission (< in four years)
1.8.2 Number of Council policies and programs that apply a gender lens (> each year)	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4	
<b>1-43</b>	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		●	●	●	●
<b>1-44</b>	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		●	●	●	●
<b>1-45</b>	Continue to implement the Welcoming Cities Standard, with the aim of becoming a 'Mentoring' level Council		●	●	●	●
<b>1-46</b>	Work with our local organisations to create an active Community Leader network comprising community leaders from our culturally diverse communities		●	●	●	●
<b>1-47</b>	Through our Youth Strategy, develop and implement programs to support the participation and leadership of young people from disadvantaged, and culturally diverse, backgrounds		●	●	●	●
<b>1-48</b>	Mitigate the impacts of climate change on the health and wellbeing of our disadvantaged communities		●	●	●	●
<b>1-49</b>	Partner with our community organisations to support Welcoming Community meals		●	●	●	●





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

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

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

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

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

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

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

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Built/Physical Environment	Sedentary Lifestyle
Darebin City Council Indicators	City of Darebin Indicators
2.1.1 Improved occupancy of buildings by community groups and/or for community wellbeing purposes	2.1.2 Increase in the number of 3-year-old kindergarten places

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

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

## Strategic Objective

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

Environments for Health		Modifiable Health Risks	
Built/Physical Environment		Sedentary Lifestyle	
Natural Environment			
Darebin City Council Indicators		City of Darebin Indicators	
2.2.1 Increase in the city-wide perceptions of safety over four years (> by 1%)		2.2.3 Zero deaths of vulnerable road users on Darebin's roads and streets	
2.2.2 % of respondents who feel graffiti is a problem in the City of Darebin (40% or less)		2.2.4 Increase proportion of trips made by active and public transport (from baseline of 2016 levels)	
		2.2.5 Amount of private vehicle use (from baseline of 2016 levels)	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
<b>2-15</b>	Improve road safety, and the cycling, walking and wheeling network, by constructing high priority improvements		●			●
<b>2-16</b>	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		●	●	●	●
<b>2-17</b>	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		●	●	●	●
<b>2-18</b>	Develop and implement a Community Safety Framework		●	●	●	●
<b>2-19</b>	Improve disability access at Bundoora Park Farm		●			
<b>2-20</b>	With State Government approval, reduce the speed limit in more local streets across our city		●	●	●	●
<b>2-21</b>	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		●	●	●	●

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4	
2-22	Identify creative opportunities to reflect Darebin's different cultures in the built environment across our city		●	●	●	●
2-23	Consider the development of a Global Learning Hub in the Preston Civic Precinct that incorporates library and community spaces, and looks at options to include social housing		●	●	●	●
2-24	Significantly increase funding to our Roundabout Renewal program across our city		●	●	●	●
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		●	●	●	●
2-26	Build new Intercultural Centre at Preston Civic Precinct		●	●	●	●
2-27	Update flood risk assessments across Darebin, and incorporate them into our Darebin Planning Scheme		●	●	●	●
2-28	Continue our Traffic Blackspot Design and Construction Program		●	●	●	●
2-29	Install new lighting at GH Mott Reserve in Preston		●			
2-30	Review our Transport Strategy and refresh our Bicycle Strategy		●			
2-31	Implement the Reservoir Revitalisation Project		●	●	●	●
2-32	Establish an Asset Management Plan for shopping precincts' infrastructure and cleaning		●	●	●	●
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		●	●	●	●
2-34	Work in partnership to deliver initiatives that improve perceptions of safety and reduce the opportunity for crime		●	●	●	●

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Built/Physical Environment Social and Cultural Environment	Bowel cancer screening for those aged 50-74 years
Darebin City Council Indicators	City of Darebin Indicators
2.3.1 Amount of affordable and social housing facilitated through planning decisions	2.3.2 Increase in affordable, social and public housing in Darebin

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-35	Enable and facilitate more affordable and social housing across our city		●	●	●	
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		●	●	●	●

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Built/Physical Environment	N/A
Natural Environment	
Darebin City Council Indicators	City of Darebin Indicators
2.4.1 Number of trees planted in activity centres	
2.4.2 Community satisfaction with our streetscapes 'look and feel'	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
<b>2-37</b>	Review to amend the Parking Permit Policy to: <ul style="list-style-type: none"> <li>(i) improve access for people with special needs</li> <li>(ii) allow owners of single lot dwellings that exist on their own Torrens title, the option to have an additional residential parking permit at the same price as current parking permits</li> <li>(iii) allow single lot dwellings built after December 2004 that are greater than 300sqm property with three or more bedrooms and that exist on their own Torrens title (even if the property was previously subdivided), to have the same entitlements to parking permits as dwellings built before December 2004</li> <li>(iv) ensure that renovations of a property that is still a single lot on its own Torrens title and is greater than 300sqm with three or more bedrooms are still entitled to parking permits</li> </ul>		●			
<b>2-38</b>	Through the establishment of our Darebin Nature Plan, increase shade in our business activity centres to support footpath trading		●	●	●	●
<b>2-39</b>	Keep our business activity centres clean and well maintained, with a focus on reducing cigarette litter		●	●	●	●
<b>2-40</b>	Develop a policy setting the basis for how Council may permit commercial or private Electric Vehicle charging infrastructure on our public streets		●	●	●	●
<b>2-41</b>	Through the establishment of our Darebin Nature Plan, improve streetscapes to support COVID-19 recovery		●			
<b>2-42</b>	Continue to implement our Street Furniture and Equipment Renewal Program		●	●	●	●

## Strategic Objective

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

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

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4	
<b>2-43</b>	Create two additional accessible car parking spaces in our city each year		●	●	●	●

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Social Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
2.6.1 Participation rate in Council services of people experiencing homelessness (> over four years)	
2.6.2 Number of people that obtain a housing outcome through our Assertive Outreach Program (> over four years)	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4	
<b>2-44</b>	Expand our Assertive Outreach Program to support people sleeping rough and experiencing homelessness		●	●	●	●
<b>2-45</b>	Expand our Shower Access Program and support access to Council services and programs for people sleeping rough and experiencing homelessness		●	●	●	●
<b>2-46</b>	Continue to support the High Risk Accommodation Response (HRAR), focusing on the coordination, support and funding of high risk accommodation settings and the emergency relief sector		●	●	●	●

## Strategic Objective

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

Environments for Health		Modifiable Health Risks	
Social Environment		Physical Activity (sedentary lifestyle) Mental Health	
Darebin City Council Indicators		City of Darebin Indicators	
2.7.1 East Preston and East Reservoir residents' satisfaction with local amenity to improve		2.7.3 Selected social and wellbeing indicators from Socio-Economic Indexes For Areas (SEIFA) in East Reservoir and East Preston (> improvement over 4 years)	
2.7.2 East Preston and East Reservoir residents' satisfaction with Council services to improve			

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
<b>2-47</b>	In partnership with the community, deliver four place-based projects each year that respond to local community issues and need		●	●	●	●
<b>2-48</b>	Transition the East Preston Community Centre to a community organisation-led model, to support the needs of the surrounding community		●			
<b>2-49</b>	Identify opportunities to increase access to low cost and free physical activity in East Preston and East Reservoir		●			

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Social Environment	Tobacco smoking Excessive alcohol consumption
Darebin City Council Indicators	City of Darebin Indicators
2.8.1 Sporting groups and clubs using a Darebin facility that are free of Electronic Gaming Machine (EGM) income or sponsorship (100% within four years)	2.8.3 Reports relating to public drinking (< over four years)
2.8.2 Number of programs supported, including through partner agencies that encourage smoking cessation	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4	
<b>2-50</b>	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		●	●	●	●
<b>2-51</b>	Support partner and local community organisations, groups, and clubs, to deliver initiatives that encourage smoking cessation		●	●	●	●

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Economic Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
2.9.1 Increased community satisfaction with the management of natural and cultural attractions, and local amenity	2.9.2 Increase in the number of local jobs by 2025
	2.9.3 Maintain or increase in the number of local businesses by 2025
	2.9.4 Increase in the number of employed residents by 2025
	2.9.5 Increase in the number of active, registered businesses by 2025
	2.9.6 Increase in the number of local jobs for Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse backgrounds, and people from disadvantaged backgrounds, by 2025

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
<b>2-52</b>	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	●	●	●	●
<b>2-53</b>	Increase our investment in economic reactivation and recovery initiatives to support existing and new industries, to ensure Darebin's economy is robust and resilient	●	●	●	●

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Economic Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
2.10.1 Increase in our procurement expenditure with Darebin businesses and suppliers	2.10.2 Increase in the local employment of our community members within Darebin by 2025

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4	
<b>2-54</b>	Develop and implement an advocacy strategy to: <ul style="list-style-type: none"> <li>• Increase the minimum wage, and increase Job Seeker payments</li> <li>• Partner with other levels of government to lift their commitment to the sustainable economy, particularly in sustainable transport and sustainable skill development</li> <li>• Encourage federal and state governments to invest in the sustainable economy, as major generator of jobs</li> <li>• Secure manufacturing investment in Darebin through the North and West Melbourne City Deal Plan 2020-2040</li> </ul>		●	●	●	●
<b>2-55</b>	Establish a regional alliance of government, business and community organisations, to drive economic outcomes, including local, social, sustainable procurement		●	●	●	●
<b>2-56</b>	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		●	●	●	●
<b>2-57</b>	Promote to Darebin businesses the benefits of voluntary adoption of our Social and Sustainable Procurement Policy		●	●	●	●
<b>2-58</b>	Build partnerships across all levels of government and the private sector, to attract new industries and investment into Darebin, to support its future growth		●	●	●	●
<b>2-59</b>	Establish a Darebin Chamber of Commerce (or an equivalent body) to strengthen and support our business community		●	●	●	●
<b>2-60</b>	Catalyse new jobs at scale in Darebin with businesses, new industry attraction and our partners - including Jobs Victoria Advocates - focusing on job seekers facing multiple employment barriers including culturally and linguistically diverse peoples, young people, women, and Aboriginal and Torres Strait Islander peoples		●	●	●	●
<b>2-61</b>	Implement measures to increase digital capability for our businesses, including local, regional and global connectivity		●	●	●	●

## Strategic Objective

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

Environments for Health		Modifiable Health Risks	
Economic Environment		N/A	
Darebin City Council Indicators		City of Darebin Indicators	
2.11.1	80% level of satisfaction with industry and business programs that support the growth of our local economy	2.11.3	Increase in the proportion of knowledge-intensive and innovative industries
2.11.2	Increase in the number of community-led festivals/ events, including culturally diverse events across Darebin	2.11.4	Increase in the number and diversity of jobs
		2.11.5	Mix of businesses/industry
		2.11.6	Increase in local employment opportunities

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-62	Deliver programs and services to build skills and resilience across a range of industries		●	●		
2-63	Promote, support, and market Darebin's diverse business community and precincts, including our multicultural businesses and Aboriginal and Torres Strait Islander businesses		●			
2-64	Attract and support innovation businesses, entrepreneurship, creative industries, and the tech start up ecosystem		●			
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		●			
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		●	●	●	●
2-67	Finalise Service Level Agreements with Darebin's four main traders associations to partner in the management of graffiti, maintenance and weeding		●	●	●	●

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
<b>2-68</b>	Create a portal for our business community to use to connect with each other, collaborate and promote their offerings		●		
<b>2-69</b>	Support our businesses to leverage the sustainable economy, including providing education for businesses and customers, and assisting businesses to set and achieve sustainability targets		●		
<b>2-70</b>	Provide financial relief initiatives for our community by extending deferral of rate payments for our residents for 12 months (until June 2022)		●		





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

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

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

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

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

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

Our Darebin will strive for zero carbon emissions.

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Built/Physical Environment	N/A
Natural Environment	
Darebin City Council Indicators	City of Darebin Indicators
3.1.1 Number of residents supported to avoid heat stress and fuel poverty	
3.1.2 Number of actions taken to protect the built environment from flooding and extreme heat	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
<b>3-1</b>	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		●	●	●	●
<b>3-2</b>	Review our Climate Emergency Plan, including in-depth engagement with our community		●	●	●	●
<b>3-3</b>	Support our community members experiencing fuel poverty, to prevent heating and freezing		●	●	●	●
<b>3-4</b>	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		●	●	●	●
<b>3-5</b>	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 climate and waste issues together, to support student voices		●			
<b>3-6</b>	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		●	●	●	●

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Natural Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
3.2.1 Number of indigenous plants planted	
3.2.2 % canopy cover on public land	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
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		●	●	●	●
3-8	Through the establishment of our Darebin Nature Plan, create a roadmap to reach 40% canopy cover of the city by 2050 (prioritising areas with poor coverage), and develop a Community Planting Guide in partnership with the Darebin Nature Trust		●			
3-9	Through the establishment of our Darebin Nature Plan, prioritise rehabilitating existing grasslands with cool burns					●
3-10	Through the establishment of our Darebin Nature Plan, develop universal planting standards for our city, including a process to track progress					●
3-11	Through the establishment of our Darebin Nature Plan, develop an Indigenous Ranger Program					●
3-12	Acquire land to create new parks		●	●	●	●

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Natural Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
	3.3.1 Significant improvements in the quality of water coming into Edwardes Lake from upstream

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
<b>3-13</b>	Through the establishment of our Darebin Nature Plan, establish partnerships to improve the Edwardes Lake Park precinct in Reservoir, including water quality, and the quality of water across our city	●			●
<b>3-14</b>	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	 ●	●	●	●
<b>3-15</b>	Establish and adequately resource the Edwardes Lake Taskforce to significantly improve the water quality and amenity of Edwardes Lake in Reservoir	●	●	●	●
<b>3-16</b>	Advocate with Melbourne Water to secure funding to improve the water quality of Edwardes Lake in Reservoir	●	●	●	●
<b>3-17</b>	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	●	●	●	●

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Natural Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
3.4.1 % Council energy supplied from renewable sources	3.4.2 % Council energy supplied from renewable sources

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
3-18	Progressively install solar panels and batteries, and introduce other energy efficiency initiatives, into our Council buildings	●	●	●	●
3-19	Develop and offer to our businesses a Group Power Purchase Agreement	●	●		
3-20	Develop an advocacy strategy to drive community and business use of solar panels and batteries, and other energy efficiency initiatives	●	●		
3-21	Investigate and establish programs to achieve an increase in the uptake of renewable energy sources by our community and businesses	●	●	●	●

## Strategic Objective

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

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

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
<b>3-22</b>	Develop a plan to respond to new State Government requirements for contaminated land	●			
<b>3-23</b>	Increase food waste recycling through Council's food and garden waste service	●			
<b>3-24</b>	Undertake waste reform and take action towards establishing a circular economy	●	●	●	●
<b>3-25</b>	Undertake waste charge reform in response to changing legislation and future operational requirements	●	●	●	●
<b>3-26</b>	Reduce the impact of illegal dumping in our city	●	●		





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

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

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

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

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

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

## Strategic Objective

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

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

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
<b>4-1</b>	Plan for adjustments in waste services due to the landfill levy and landfill gate fee increases (from 1 July 2021)	●	●	●	●
<b>4-2</b>	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	●	●	●	●
<b>4-3</b>	Develop a Revenue and Rating Plan that supports the Financial Plan and ensures fee structures support the most disadvantaged within our community, providing a guide to our budget decisions to ensure they are responsible and sustainable				●
<b>4-4</b>	Review our 10 year Financial Plan to ensure a level of revenue that maintains a balance between service delivery, asset maintenance and renewal, and provides a strong, sustainable base for the future				●

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Built / Natural Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
4.2.1 Victorian Auditor General's Office (VAGO) indicator: asset renewal and capital replacement	
4.2.2 Increase occupancy of unused and under-utilised Council buildings	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

			Year 1	Year 2	Year 3	Year 4
4-5	Review our Asset Portfolio, to ensure maximum benefit for our community is being realised, including the occupancy of unused and under-utilised Council buildings		●	●	●	●
4-6	Explore opportunities for Council owned and managed land (including airspace) to be used as temporary housing for people at risk or who are experiencing homelessness		●	●	●	●
4-7	Conduct an audit of the users of Council spaces and services, and develop strategies to increase the participation of under-represented groups in our community		●	●	●	●
4-8	Develop specific strategies to increase the participation of under-represented groups and develop responses to support greater inclusion where audit data collected indicates low participation rates		●	●	●	●
4-9	Explore the opportunities to offer a Council building space each year to one community group or organisation, to promote cultural diversity		●	●	●	●
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		●			
4-11	Develop a 10 year Asset Plan in compliance with <i>Local Government Act 2020</i> requirements		●			

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Social and Cultural Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
4.3.1 Decrease in number of days taken to approve planning applications for home owners / small applications	4.3.4 Increase in occupancy of unused and under-utilised buildings
4.3.2 Increase active library borrowers by 20%, from 14.32% in 2019-20 to 17.18% in 2024-25	
4.3.3 Key performance indicators for our key services (based on data submitted to State Government through its Local Government Performance Reporting Framework)	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
<b>4-12</b>	Transform our models of service delivery through service reviews, to improve and ensure accessibility and consistency of our customer experience	●	●	●	●
<b>4-13</b>	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	●	●	●	●
<b>4-14</b>	Review and develop a new Domestic Animal Management Plan	●			
<b>4-15</b>	Develop a Leisure Strategy for our city	●			
<b>4-16</b>	Undertake a review of the General Local Law	●	●		

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Built/Physical Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
4.4.1 Major Council precinct investment designed	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
<b>4-17</b>	Support our community and businesses during the construction phase of the Preston Level Crossing project	●	●		
<b>4-18</b>	Protect Preston Market, including advocating Council's position to the State Government during its planning consultation process, and working with our community to advocate for the strongest possible planning controls and protections	●	●	●	●

## Strategic Objective

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

Environments for Health	Modifiable Health Risks
Built/Physical Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
4.5.1 % of planning permits issued incorporating sustainability features	4.5.4 Improvements in state planning and building controls
4.5.2 % of planning permits issued incorporating key design elements	
4.5.3 Improvements in local planning controls	

## What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective over the next four years

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
<b>4-19</b>	Progressively improve our Darebin Planning Scheme, establishing a new Municipal Planning Strategy and undertake two new major planning reform projects	●	●	●	●
<b>4-20</b>	Review our Housing Strategy and planning zones including engaging with our community on where housing and development should be, and strengthening neighbourhood character provisions	 ●	●	●	
<b>4-21</b>	Advocate for higher and mandatory Environmentally Sensitive Design (ESD) standards in building and planning controls	●	●	●	●
<b>4-22</b>	Complete major planning reform work to: <ul style="list-style-type: none"> <li>Introduce an open space levy to fund open spaces in our city</li> <li>Introduce a Developer Contributions Scheme to help fund infrastructure for our growing population</li> <li>Establish Heidelberg Road Corridor controls</li> <li>Establish Thornbury Park Heritage Estate controls</li> </ul>	●	●		
<b>4-23</b>	Complete our Central Preston Structure Plan	●	●	●	

# Our Strategies And Plans

- Aboriginal and Torres Strait Islander Employment Strategy and Action Plan 2017-2027
- Active Healthy Ageing Strategy 2011-2021
- Age Friendly Darebin Report
- Breathing Space – The Darebin Open Space Strategy 2019
- Climate Emergency Plan 2017-2022
- Community Engagement Policy 2021
- Creative and Cultural Infrastructure Framework 2018
- Darebin Design Excellence Program
- Domestic Animal Management Plan 2017-2021
- Early Years Infrastructure Plan 2011-2031
- Early Years Plan 2011-2021
- Electronic Gaming Machine Policy and Action Plan 2018-2022
- Gender Equity and Preventing Violence Against Women Action Plan 2019
- Graffiti Management Strategy and Action Plan 2019-2023
- Health and Wellbeing Plan 2017-2021
- Housing Strategy 2013-2023
- Libraries and Learning Strategy
- Natural Heritage Strategy 2015-2025
- Outdoor Sports Infrastructure Framework
- Public Toilet Strategy 2015-2025
- Safe Travel Strategy 2018-2028
- Ten Year Capital Works Plan 2020/2021 to 2029/2030
- Towards Equality Framework – People, Places, and Experiences
- Transport Strategy 2007-2027
- Urban Forest Strategy 2013-2028
- Walking Strategy 2018-2028
- Waste and Recycling Strategy 2020
- Youth Services Strategy 2019-2021



# Our Services

## For Our Community



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



## For Our Businesses

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

## For Our Families



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

## For Our Older People and People with a Disability



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

# Glossary

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

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