

# Our key strategic objectives

The key strategic objectives support Council's vision and the areas of focus for our service delivery:

<b>People</b> 	<b>Place</b> 	<b>Opportunity</b> 
<b>A vibrant, connected and safe community</b> <ul style="list-style-type: none"><li>• Community safety</li><li>• Learning and literacy</li><li>• Community participation</li><li>• Health and wellbeing</li></ul>	<b>A healthy, liveable and sustainable city</b> <ul style="list-style-type: none"><li>• Parks, reserve and sportsgrounds</li><li>• Environmental sustainability</li><li>• Roads, traffic and parking</li><li>• Trees and our natural environment</li><li>• Streetscapes and public places</li></ul>	<b>A diverse and growing economy</b> <ul style="list-style-type: none"><li>• Jobs and business</li><li>• Tourism and visitation</li><li>• Activity centre revitalisation</li><li>• Investment</li></ul>
<b>A creative city that respects and embraces its diversity</b> <ul style="list-style-type: none"><li>• Cultural diversity</li><li>• Community arts</li><li>• Cultural heritage</li><li>• Positive ageing</li><li>• Access and equity</li></ul>	<b>A city planned for the future</b> <ul style="list-style-type: none"><li>• Urban design</li><li>• Asset management</li><li>• Residential, commercial and industrial development</li><li>• Place making</li><li>• Transport advocacy</li></ul>	<b>An open and effective Council</b> <ul style="list-style-type: none"><li>• Advocacy and community engagement</li><li>• Transparency and accountable decision making</li><li>• Digital innovation and leadership</li></ul>

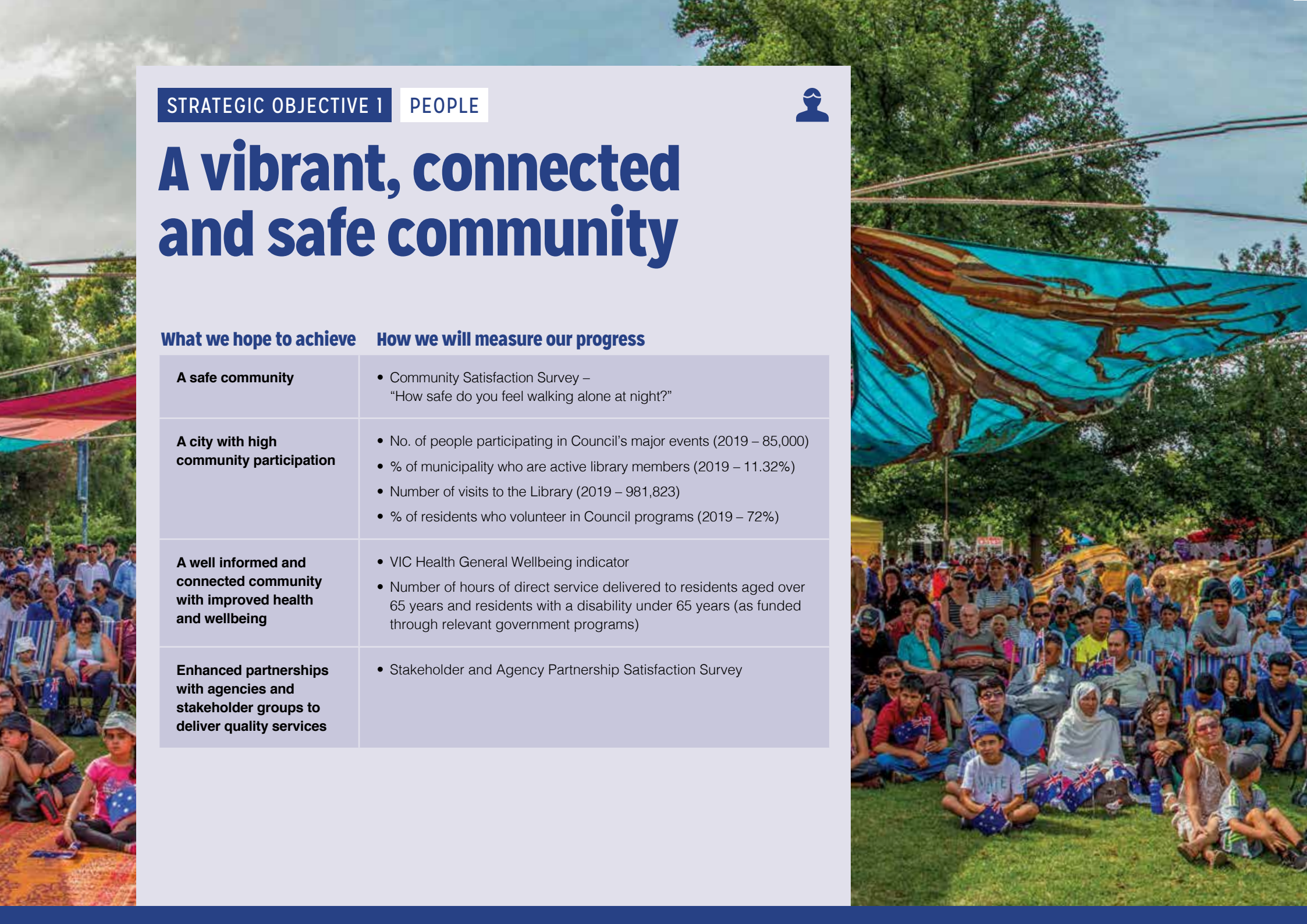


# A vibrant, connected and safe community

## What we hope to achieve

## How we will measure our progress

<b>A safe community</b>	<ul style="list-style-type: none"><li>Community Satisfaction Survey – “How safe do you feel walking alone at night?”</li></ul>
<b>A city with high community participation</b>	<ul style="list-style-type: none"><li>No. of people participating in Council’s major events (2019 – 85,000)</li><li>% of municipality who are active library members (2019 – 11.32%)</li><li>Number of visits to the Library (2019 – 981,823)</li><li>% of residents who volunteer in Council programs (2019 – 72%)</li></ul>
<b>A well informed and connected community with improved health and wellbeing</b>	<ul style="list-style-type: none"><li>VIC Health General Wellbeing indicator</li><li>Number of hours of direct service delivered to residents aged over 65 years and residents with a disability under 65 years (as funded through relevant government programs)</li></ul>
<b>Enhanced partnerships with agencies and stakeholder groups to deliver quality services</b>	<ul style="list-style-type: none"><li>Stakeholder and Agency Partnership Satisfaction Survey</li></ul>



# What we will do over the next four years to achieve our objectives

- Promote gender equity, and support the right of women to engage and participate equally in all aspects of community life
- Support those experiencing family violence and work with agencies and Victoria Police to address the causes
- Provide information on road laws and ensure road safety messages are culturally sensitive and available in languages other than English
- Work in partnership with relevant agencies to raise awareness of the harmful effects of alcohol and other drugs
- Develop safe and well-designed public spaces which encourage public access
- Increase cyber safety awareness in the community
- Advocate for increased police resources for our city to assist with reducing crime
- Increase community participation in physical activity through our leisure, recreation and sports services
- Provide quality and affordable community facilities to enable effective programs and activities for all
- Advocate for increased employment opportunities, particularly for vulnerable community groups
- Deliver a welcoming library service and increase engagement opportunities to enhance learning, reading and literacy at all life stages
- Provide community funding programs to increase capacity of strategic partners and community groups
- Support agencies, schools, neighbourhood houses and community groups to work collaboratively to build resilience and social connectedness
- Support and promote volunteering through the Council volunteer program, Greater Dandenong Volunteer Resource Service and community groups
- Enhance the health and wellbeing of our community through key initiatives of the Community Wellbeing Plan
- Continue to be a leading partner of the Alliance for Gambling Reform
- Implement and promote the Greater Dandenong Charitable Fund
- Improve public lighting at identified key areas to encourage greater use after dark and improve perceptions of safety

## Supporting strategic documents being implemented over the period of this Council Plan:

- Community Wellbeing Plan 2017-21
- Positive Ageing Strategy 2017-24
- Library Strategy
- Disability Action Plan 2016-23
- Cycling Strategy 2017-21
- Sports Facilities Plan
- Children's Plan 2015-19
- Walking Strategy 2015-23
- Youth Strategy 2016-19
- Activate – Recreation Strategy 2014-19
- Community Safety Plan 2015-22
- Neighbourhood Houses Strategic Directions 2016

These documents are publicly accessible on our website [www.greaterdandenong.com](http://www.greaterdandenong.com)







# A creative city that respects and embraces its diversity

## What we hope to achieve    How we will measure our progress

### A harmonious community that celebrates diversity

- Number of annual artist opportunities that celebrate diversity and build community cohesion
- Number of cultural celebrations facilitated by Council

### Increased participation in creative and cultural activities

- Increase in participation for creative and cultural programs and initiatives (2019 – 1,533)
- Number of arts and heritage exhibitions delivered through cultural facilities

### A city well known for working together with its community

- Number of community advisory groups



# What we will do over the next four years to achieve our objectives

- Celebrate diversity through a range of activities
- Advocate against all forms of discrimination
- Provide programs and events for people to participate in community activities and civic life
- Provide community members of all abilities and backgrounds with access to community and council information, services and events
- Value and recognise the local Indigenous community through reconciliation initiatives and responsive Council services
- Advocate for and assist Asylum Seekers and Refugees living in the community
- Provide community arts participation for artists, residents and businesses through performances, exhibitions and programs
- Support the role of public art, new installations and maintenance of existing public art assets
- Record, protect and promote local heritage including support of the historical societies and Cultural Heritage Advisory Committee
- Provide opportunities for children and young people to participate in civic and community activities

## Supporting strategic documents being implemented over the period of this Council Plan:

- Disability Action Plan 2016-23
- Arts and Cultural Heritage Strategy 2016
- Drum Theatre Strategic and Business Plan 2015-19
- Positive Ageing Strategy 2017-24
- People seeking Asylum and Refugees Plan 2018-21
- Refugee and Asylum Seeker Statement
- Community Development Framework

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# A healthy, liveable and sustainable city

## What we hope to achieve

## How we will measure our progress

**A city that delivers a clean and healthy environment for people to enjoy**

- % of kerbside collection waste diverted from landfill (2019 – 46.40%)
- Number of Indigenous seedlings planted (2019 – 23,005)
- Number of street trees planted (2019 – 2,624)

**A city that prepares for climate change**

- Completion of Climate Change Strategy
- Delivery of annual report on the Sustainability Strategy

**A network of quality parks, reserves and sportsgrounds**

- Number of upgrades completed

**Infrastructure that supports people and business**

- Completion of Capital Works Program
- Increase in shared path network

**A range of quality streetscapes and public places that build pride**

- Kilometres of streetscapes renewed to a high urban design standard
- Increase of canopy cover within areas of low coverage





# What we will do over the next four years to achieve our objectives

- Improve diversion from landfill rates
- Increase the length and coverage of the shared path network
- Upgrade Council parks and reserves through the implementation of the Capital Improvement Program
- Provide proactive waste 'pick up' throughout the municipality combined with a public education campaign
- Advocate to the State Government to better manage landfill costs
- Ensure new street plantings are compatible with increasing average temperatures, whilst increasing canopy cover throughout the municipality
- Protect and enhance the ecological value of land within the municipality
- Work regionally with the South East Councils Climate Change Alliance (SECCCA)
- Engage with the community to increase their awareness of the environment and sustainability
- Continue to advocate for the earliest possible closure of the Lyndhurst Landfill Site
- Implement graffiti management and hard rubbish dumping initiatives
- Amend the Greater Dandenong Planning Scheme (GDPS) by introducing a permanent Vegetation Protection Overlay (VPO) across the green wedge to afford permanent protection to its vegetation
- Develop and complete a Climate Change Strategy

## Supporting strategic documents being implemented over the period of this Council Plan:

- Sustainability Strategy 2016-30
- Bicycle and Shared Networks Plan
- Urban Tree Strategy 2018-23
- Park Masterplans
- Open Space Strategy
- Green Wedge Management Plan
- Waste and Litter Strategy
- Road Safety Strategy 2016-22
- Cycling Strategy 2017-21
- Walking Strategy 2015-23
- Community Hub Framework

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# A city planned for the future

## What we hope to achieve

## How we will measure our progress

**An adequate supply of residential, commercial and industrial development**

- Continued growth in development permits and activity across the municipality

**Revitalised activity centres**

- Completion of reviews of Activity Centre Structure Plans for Springvale and Noble Park
- Completion of Springvale Community Precinct Project

**Assets planned to meet future community needs**

- Number of 10 year capital and renewal plans for major asset classes implemented

**Quality public open space provided across the city**

- 4.5ha of open space per 1000 head of population (2019 – 4.04ha)
- Hectares of public open space acquired, renewed or developed

**Increased sustainability of residential, commercial, industrial and Council developments**

- Sustainable Buildings Policy completed and implemented
- Greater Dandenong Planning Scheme amended to include sustainability performance requirements for new developments
- Number of environmentally sustainable design planning policy actions completed







# What we will do over the next four years to achieve our objectives

- Appropriately zone sufficient land for ongoing industrial growth and development in the city
- Undertake a review of the number of dwellings constructed in each residential zone to ensure the aims of the Municipal Housing Strategy are being met
- Complete the survey of stakeholders (including State Government agencies) of industrial land demand and supply to analyse land supply projections for the period ending with the 2028-29 financial year
- Ensure that both private and new developments are site responsive, innovative, and achieve high quality urban design and environmentally sustainable outcomes
- Implement best practice planning systems which consistently achieve Local Government Performance Reporting Framework targets
- Review and update activity centre structure plans for Noble Park and Springvale
- Investigate the development of a municipal wide developer contributions plan for application to new development across the city
- Amend the Greater Dandenong Planning Scheme to include and update policy provisions for Noble Park and Springvale Activity Centres
- Deliver a collaborative approach to creating, enhancing and managing great people focused places that respond to and respect the unique qualities of the activity centres
- Advocate for improved transport options
- Increase supply of open space in areas currently deficient and achieve a policy benchmark of 4.5ha per 1000 head of population for each of the areas outlined in the Greater Dandenong Open Space Strategy

## Supporting strategic documents being implemented over the period of this Council Plan:

- Municipal Strategic Statement
- Greater Dandenong Planning Scheme
- Housing Strategy
- Open Space Strategy
- Road Management Plan
- Integrated Transport Strategy
- Park Masterplans
- Waste and Litter Strategy
- Municipal Emergency Management Plan
- Green Wedge Management Plan
- Sustainable Stormwater Strategy
- Asset Management Strategy 2015-22

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# A diverse and growing economy

## What we hope to achieve

## How we will measure our progress

**A city that supports the economic contribution, strength and diversity of its industries**

- Number of training and development, networking, and mentoring activities (2019 – 72)

**A tourist destination attracting new visitors**

- Number of food and cultural tours conducted (2019 – 15)
- Number of advertising opportunities to promote the city to visitors

**A resilient employment hub**

- Number of business support services and investment attraction activities that facilitate job sustainability and growth (2019 – 22)

**A great place for business**

- 4-10 year city improvement program developed to implement sustainable improvements in each activity centre
- Kilometres of commercial centre streetscape refurbished

**A city where business and community work together**

- Number of activities supporting social enterprises
- Progress on the Community Revitalisation and One Per Cent projects

**A city that is connected to the global economy**

- Number of businesses participating in export industry workshops and overseas delegations







# What we will do over the next four years to achieve our objectives

- Work collectively with and across government, industry, service providers and educational organisations to facilitate long term solutions to both the supply and demand of employment
- Market business and investment success stories
- Provide information on investment options and facilitate streamlined processes for planning and investment
- Explore, facilitate and promote opportunities for more effective and sustainable engagement and collaboration between the commercial and community sectors operating within the city
- Support the economic sustainability of activity centres by attracting appropriate government, business and community investment
- Support businesses through education, awareness, collaboration, networking and trade opportunities
- Undertake effective marketing, events and tourism activities to promote Greater Dandenong
- Support, promote and upgrade the infrastructure of major activity centres and local shopping strips
- Work in partnership to support Greater Dandenong businesses, education and training providers to be more sustainable
- Support, promote and facilitate local social enterprises
- Continue to promote opportunities for businesses to compete and participate in the global economy

## Supporting strategic documents being implemented over the period of this Council Plan:

- Achieving Greater Dandenong's Potential – A Local Economic and Employment Development Strategy for our city
- Springvale Activity Centre Structure Plan
- Noble Park Activity Centre Structure Plan
- Tourism Strategy 2014-18
- Regional Food Strategy 2015-18

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# An open and effective Council

## What we hope to achieve

## How we will measure our progress

**A Council connected with the community, providing an effective voice on their behalf**

- Community satisfaction survey – satisfaction with lobbying on behalf of the community (advocacy)
- Community satisfaction survey – satisfaction with community consultation and engagement

**Decision making which is transparent and accountable**

- % of decisions made in Council meetings closed to the public
- Increase in the amount of residents either attending Council meetings or viewing the meetings online
- Increase in number of opportunities for residents to participate in community engagement activities

**An innovative and technologically connected Council**

- Increase in the number of registered users accessing the Council digital portal (2019 – 2,150)
- Increase in the number of residents engaging with Council on social media (2019 – 13.2%)
- \$ amount of Council transactions completed online (2019 – \$12,844,636)

**A well-managed and high performing Council**

- Adoption of a revised Long Term Financial Strategy (LTFS) annually which addresses Councils financial sustainability over a rolling ten year period
- Capital works funded from operational surpluses in Annual Budgets meet or exceed targets established in LTFS
- Underlying financial result remains in surplus (as per the Local Government Performance Reporting Framework measurement)





# What we will do over the next four years to achieve our objectives

- Ensure compliance with the Local Government Act and Councillor/Staff Codes of Conduct
- Continue to implement mechanisms that enhance community access and understanding of Council decision making and the role of Council
- Maintain Council as an employer of choice and provide a safe work environment
- Maintain and annually review Council's Long Term Financial Strategy to ensure financial sustainability
- Undertake proactive communication on key issues to foster community understanding
- Continue to be a strong advocate on issues of community importance which are beyond Council authority
- Ensure best practice risk management through the implementation of the Risk Management Strategy
- Provide high quality, timely customer service
- Implement the Digital Strategy
- Continually review service delivery methods and quality incorporating feedback from the community
- Seek to establish and maintain strategic partnerships and alliances which enhance Council performance

## Supporting strategic documents being implemented over the period of this Council Plan:

- Long Term Financial Strategy 2017-21
- Rating Strategy
- Annual Budget
- Information Technology Strategy 2014-18
- Organisational Development Strategy
- Digital Strategy 2016-20
- Risk Management Strategy 2014-18
- Language and Communications Framework and Action Plan
- Community Engagement Framework and Policy

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