

# Annual Plan 2023-24



# A socially connected, safe and healthy city

## 1. Improve participation and access to sport and recreation activities to support active living

### Actions

- Implement the Year Four actions of the 'Make Your Move' Greater Dandenong Physical Activity Strategy 2020-30 to improve health outcomes for our diverse and multicultural community

### Department

- Community Development, Sport and Recreation

## 2. Increase meaningful engagement and facilitate collaboration and partnerships to enhance the health, wellbeing and resilience of the Greater Dandenong community

### Actions

- Partner with Melbourne City Football Club and City in the Community to develop and deliver aligned programs that focus on community outreach, engagement, participation and business networking.
- Commence implementation of the Climate Change Community Engagement and Mobilisation Plan
- Increase and promote meaningful volunteering opportunities within Council and recruit, support and recognise Council volunteers
- Work with strategic partners and key stakeholders including the Department of Health, Monash Health and the South East Public Health Unit to address Victorian and local health priorities

### Department

- Major Projects
- Community Development, Sport and Recreation
- Strategic and Environmental Planning
- Community Development, Sport and Recreation
- Community Development, Sport and Recreation

### 3. Provide support for older residents by building healthy, respectful and inclusive communities and removing barriers to participation



#### Actions

- Implement the agreed key recommendations from the Future Directions for Council’s Community Transport Program Project.
- Participate in consultations with the Commonwealth Government and the Aged Care sector regarding the design of the new Support at Home program that is being developed in response to the Royal Commission into Aged Care Quality and Safety to ensure that the needs of Greater Dandenong older residents are considered.
- Support and encourage older residents to understand the importance of developing and maintaining social connection through support to seniors clubs and groups and increasing the range and number of social activities provided by Council.
- Undertake a review into the impacts of the new Support at Home Program Model once announced on both the community and Council’s role as a service provider for Council’s consideration post June 2024.

#### Department

- Community Care
- Community Care
- Community Care
- Community Care

### 4. Enhance the lives of children, young people and their families including a focus on the culturally and linguistically diverse and vulnerable



#### Actions

- Actively collaborate with the Orange Door and Southern Area Family Partnership to support vulnerable families to address/prevent family violence
- Implement the Youth and Family Services Strategy Year Three action plan
- Implement Year Three of the Children’s Plan

#### Department

- Community Wellbeing
- Community Wellbeing
- Community Wellbeing

### 5. Ensure Council’s services and supports are inclusive of people with a disability and their carers



#### Actions

- Provide information and support to local residents with a disability and their families to successfully find the necessary supports to assist them to actively participate in community life including employment opportunities, how to access the NDIS and support for carers.

#### Department

- Community Care

**6. Support the mental and physical health of children, young people and their families through preventative health initiatives and responsive interventions**



**Actions**

- Deliver preventative health activities to Aboriginal and Torres Strait Islander families through the New Directions project
- Implement the VicHealth Local Government Partnership health promotion modules, incorporating the Vic Kids Eat Well and Healthy Kids Advisor initiatives
- Support the mental and physical health of children, young people and their families through preventative health initiatives and responsive interventions

**Department**

- Community Wellbeing
- Community Development, Sport and Recreation
- Community Wellbeing

**7. Support alliances and community initiatives to address gambling harm and promote sources of assistance**



**Actions**

- Work with the Alliance for Gambling Reform to implement initiatives that reduce the level of gambling harm

**Department**

- Community Development, Sport and Recreation

**8. Support the community and work with partner agencies to address and prevent family violence**



**Actions**

- Promote gender equity and support and implement initiatives to address and prevent family violence with the municipality.

**Department**

- Community Development, Sport and Recreation

**9. Deliver and support initiatives that raise community awareness of harmful alcohol, tobacco/vaping and other drugs use**



**Actions**

- Proactively deliver and support initiatives that raise young people's awareness of harmful alcohol, Vape/tobacco and other drugs use

**Department**

- Community Wellbeing

## 10. Enhance understanding of, and compliance with alcohol and tobacco regulations within the city



### Actions

- Coordinate tobacco control activities to meet service and funding requirements in accordance with the Municipal Association of Victoria service agreement

### Department

- Building and Compliance

## 11. Increase emergency, crisis, transitional housing accommodation and support to address the needs of persons who are homeless in the public domain



### Actions

- Work with key stakeholders to deliver a 'Functional Zero' model of homelessness in Greater Dandenong
- Increase access and availability of social housing stock in the city by activation of Council and community assets for delivery of social housing, and advocate for increased State and Federal Government provision

### Department

- Community Development, Sport and Recreation
- Community Development, Sport and Recreation

## 12. Provide welcoming and active community precincts that enable residents and visitors to connect, participate and celebrate



### Actions

- Complete Keysborough South Community Hub Strategy and develop an Action Plan
- Implement the Springvale Community Hub Action Plan

### Department

- Community Arts, Culture and Libraries
- Community Arts, Culture and Libraries

## STRATEGIC OBJECTIVE 1 | A socially connected, safe and healthy city

### 13. Work with key partners to increase and support community access to affordable, healthy and culturally appropriate services, especially for vulnerable groups



#### Actions

- Improve the lives of those experiencing poverty in our community through implementation of Council's Anti-Poverty Strategy.

#### Department

- Community Development, Sport and Recreation

### 14. Increase space activation and social inclusiveness to reduce crime and anti-social behaviour in the public realm



#### Actions

- Create safer spaces and improve actual and perceived levels of community safety within the municipality.

#### Department

- Community Development, Sport and Recreation

 Active living |  Physical health and mental wellbeing |  Tobacco/vaping, alcohol and other drugs |  Social cohesion and community safety |  Climate change and health



# A city that respects and celebrates diversity, our history and the arts

## 1. Deliver a range of festivals, events and programs across the city which celebrate the diversity of cultures within our community

### Actions

- Deliver a range of major festivals, events and program across the City which celebrate the diversity of cultures within our community.
- Support appropriate event applications from community/corporate event organisers in planning and delivering festivals and events across the municipality

### Department

- Community Wellbeing
- Community Wellbeing

## 2. Promote a socially cohesive, respectful and harmonious community

### Actions

- Support and promote LGBTQIA+, anti-racism and gender equitable initiatives throughout the community.

### Department

- Community Development, Sport and Recreation

## 3. Advocate for and assist People Seeking Asylum and Refugees living in the community

### Actions

- Support and advocate for the rights of people seeking asylum and refugees as part of the 'Back Your Neighbour' campaign

### Department

- Community Development, Sport and Recreation

## 4. Advance the process of reconciliation and embed across policy, business and community structures

### Actions

- Promote reconciliation by implementing Council's Reconciliation Action Plan (RAP)

### Department

- Community Development, Sport and Recreation

## STRATEGIC OBJECTIVE 2 | A city that respects and celebrates diversity, our history and the arts

### 5. Provide cultural facilities and infrastructure to meet the community's needs now and into the future

#### Actions

- Completion of the Dandenong New Art gallery and progression of associated PEP redevelopment
- Prepare for the launch of new gallery - Dandenong New Art

#### Department

- City Improvement
- Community Arts, Culture and Libraries

### 6. Provide local and meaningful opportunities for creative and cultural participation, learning, enjoyment and expression

#### Actions

- Implement the Arts, Culture and Heritage Strategy 2022-26

#### Department

- Community Arts, Culture and Libraries

### 7. Record, protect, and promote community understanding of local history and heritage

#### Actions

- Complete a review of the existing sites covered by the Heritage Overlay within the Planning Scheme

#### Department

- Strategic and Environmental Planning

### 8. Support community health and wellbeing through providing opportunities to connect and access programs and resources through welcoming library spaces, online and outreach services

#### Actions

- Implement the Greater Dandenong Libraries Strategy 2022-26

#### Department

- Community Arts, Culture and Libraries

 Active living |  Physical health and mental wellbeing |  Tobacco/vaping, alcohol and other drugs |  Social cohesion and community safety |  Climate change and health



# A city of accessible, vibrant centres and neighbourhoods

## 1. Promote and strengthen Greater Dandenong as a tourist and food destination

### Actions

- Conduct a comprehensive review of the Dandenong Visitor Attraction Action Plan and implement actions identified that will increase the number of visitors to the city in support of local businesses and the economy, raise awareness of the City as a destination, and promote the unique features and attractions to potential visitors.
- Deliver the Greater Dandenong Regional Food Strategy through the successful implementation of the 12 month action plan for 2023-24
- Deliver the Tourism Strategy through the successful implementation of the 12 month action plan for 2023-24

### Department

- Business and Revitalisation
- Business and Revitalisation
- Business and Revitalisation

## 2. Improve access to quality infrastructure and spaces that enhance community participation, encourage visitors and deliver positive health outcomes for current and future generations

### Actions

- Commence construction of a new aquatic and wellbeing centre to replace Dandenong Oasis at Mills Reserve subject to Council funding approval.
- Continue to plan for the development of a new table tennis centre in Greater Dandenong in partnership with key stakeholders.

### Department

- Major Projects
- Major Projects

## 3. Advocate for affordable quality housing and legislated change in the operation of rooming houses

### Actions

- Advocate to the State Government to create a State and Local Government Task Force to address inconsistencies in the standards of social housing providers

### Department

- Building and Compliance

## STRATEGIC OBJECTIVE 3 | A city of accessible, vibrant centres and neighbourhoods

### 4. Ensure an appropriate mix of housing, industrial and commercial development across the city

#### Actions

- Progress the Environmentally Sustainable Design 2.0 Planning Scheme Amendment
- Progress the Sandown redevelopment Planning Scheme Amendment

#### Department

- Strategic and Environmental Planning
- Strategic and Environmental Planning

### 5. Create safe, inclusive and well-designed public spaces which encourage community participation

#### Actions

- Develop a Place Activation Plan to increase the attractiveness and vibrancy of Greater Dandenong's activity centres.

#### Department

- Business and Revitalisation

### 6. Provide an accessible transport network which caters increasingly for growth and provides a range of options

#### Actions

- Advocate for public transport initiatives identified in Council's Greater Dandenong Public Transport Advocacy Statement
- Advocate for, plan and deliver improved active transport networks and initiatives.
- Roll-out a high priority local road program within Dandenong South, including the Dandenong South Industrial Area Extension Structure Plan's Transport Network

#### Department

- Transport and Civic Development
- Transport and Civic Development
- Transport and Civic Development

### 7. Provide quality community infrastructure to support the delivery of early years services to children and their families

#### Actions

- Review the Municipal Early Years Infrastructure Plan to continue the delivery of three and four-year-old kindergarten at 15 hours working to 30 hours by 2030

#### Department

- Community Wellbeing

**8. Reduce the occurrence of casualty accidents on roads throughout Greater Dandenong**



**Actions**

- Advocate for, and deliver, transport safety improvements and initiatives to improve road safety awareness and to mitigate road safety risks.

**Department**

- Transport and Civic Development

**9. Deliver improved amenity and a range of quality streetscapes and public places that build pride, respond to and respect the unique qualities of the activity centres and meet current and future needs**



**Actions**

- Implement the Springvale Revitalisation Action Plan to improve the physical and social environment to enhance the quality of life for residents, workers and visitors, encourage economic development and investment, and foster a sense of community and social cohesion in the Springvale activity centre.
- Develop and implement the Noble Park Revitalisation program to enhance the quality of life for residents, workers and visitors by improving their physical and social environment, encouraging investment and economic development, and fostering a sense of community and social cohesion within the Noble Park activity centre.

**Department**

- Business and Revitalisation
- Business and Revitalisation

**10. Encourage investment and infrastructure improvements through a collaborative approach to creating, enhancing and managing great people focused places**



**Actions**

- Facilitate Development Victoria/Capital Alliance investment project in the Revitalising Central Dandenong Foster Street precinct.

**Department**

- Business and Revitalisation

# A green city committed to a sustainable future

## 1. Work in partnership with the State Government to minimise waste and maximise resource recovery

### Actions

- Finalise review and update the Waste and Litter Strategy

### Department

- Infrastructure Services and Planning

## 2. Raise community awareness about the importance of tree canopy cover on private land

### Actions

- Implement the Open Space Strategy 2020-30
- Undertake tree canopy coverage audit
- Implement the Urban Forest Strategy 2021-28 and Green Wedge Management Plan
- Report to Council on the *Tree Protection on Private Land Local Law* with recommended next steps

### Department

- Strategic and Environmental Planning
- Strategic and Environmental Planning
- Strategic and Environmental Planning
- Regulatory Services

## 3. Improve knowledge and participation in protecting biodiversity values within Greater Dandenong and protect and enhance the ecological value of the land

### Actions

- Implement the Biodiversity Action Plan 2021-26
- Report to Council on the Cat Curfew with recommended next steps in line with the *Domestic Animal Management Act*

### Department

- Infrastructure Services and Planning
- Regulatory Services

## 4. Increase the quantity and quality of diverse and accessible open spaces across the city

### Actions

- Develop a strategic register of sites for potential open space acquisition
- Commence the review of the Playground Strategy 2013-23

### Department

- Strategic and Environmental Planning
- Strategic and Environmental Planning

## STRATEGIC OBJECTIVE 4 | A green city committed to a sustainable future

### 5. Promote a healthy, green and resilient urban forest that is well managed, protected and provides benefits to the community

#### Actions

- Implement year six of the Greening Our City: Urban Tree Strategy 2018-28

#### Department

- Infrastructure Services and Planning

### 6. Actively support community action to mitigate greenhouse gas emissions and build environmental resilience

#### Actions

- Implement the Electric Vehicle Transition Plan

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- Work with partners and key stakeholders to support increased community awareness of climate change risks and their ability to respond

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- Support local business efforts to respond to their climate change risks by informing them of relevant State and Federal Government policies and programs

#### Department

- Infrastructure Services and Planning

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- Strategic and Environmental Planning

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- Business and Revitalisation

### 7. Become a resilient, net zero carbon emission city with an active community prepared for the challenge of a changing climate

#### Actions

- Implement the Climate Emergency Strategy, Sustainability Strategy and climate emergency declaration

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- Deliver the Sustainability Festival

#### Department

- Strategic and Environmental Planning

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- Strategic and Environmental Planning

## STRATEGIC OBJECTIVE 4 | A green city committed to a sustainable future

### 8. Work with key partners to increase the community's awareness of and preparation for the social, environmental and health impacts of climate change



#### Actions

- Working with key internal and external partners provide our older residents and residents with a disability with information on the impacts of climate change and possible ways to mitigate these impacts

#### Department

- Community Care

### 9. In partnership with State Government agencies continue to protect the health of our community from industrial uses impacting our air and water quality



#### Actions

- Advocate to the Environment Protection Agency to undertake regular air and water quality assessments to protect the health of our community

#### Department

- Building and Compliance

Active living | Physical health and mental wellbeing | Tobacco/vaping, alcohol and other drugs | Social cohesion and community safety | Climate change and health



# A city that supports entrepreneurship, quality education and employment outcomes

## 1. Support engagement in learning, skill development and employment pathways to improve social, economic and environmental outcomes

### Actions

- Drive the ongoing implementation of the Local Economic and Employment Development Strategy
- Manage, support and deliver activities that strengthen the capability and capacity and jobseekers in our community facing multiple barriers to employment.

### Department

- Business and Revitalisation
- SEBN

## 2. Facilitate the active participation of young people in the community to enhance leadership and personal development opportunities

### Actions

- Deliver youth programs and initiatives that promote youth voice, build leadership capability and skills that enhance employment

### Department

- Community Wellbeing

## 3. Promote and support the strong manufacturing presence within the city to secure the economy and maintain future employment opportunities

### Actions

- Maintain support, collaboration and board participation of SEMMA

### Department

- SEBN

## 4. Deliver networks and activities that enhance the capability and competitiveness of the manufacturing sector locally and globally

### Actions

- Deliver a range of networks, common interest groups and targeted activities that have relevance and impact for local manufacturers, including exposure to global issues and international opportunities.

### Department

- SEBN

**5. Deliver activities that support and strengthen the personal and professional development of women in business**



**Actions**

- Deliver key events that showcase women in business including International Women’s Day and facilitate the SEBN Women in Business Network
- Review the Family Day Care Business and Marketing Plans to maintain market share and community expectation

**Department**

- SEBN
- Community Wellbeing

**6. Contribute to the development of a more resilient and capable workforce through a continued focus on collaborative partnerships, work readiness and promoting local jobs for local people**



**Actions**

- Guide the ‘collective impact’ phase of CR #2: GameChange towards a community-led jobs and skills system, strengthening pathways to economic participation (SPEP).
- Successfully deliver an annual Ignite Program for local entrepreneurs who have recently started their business or are looking to get a business idea off the ground

**Department**

- SEBN
- Business and Revitalisation

**7. Deliver key events which provide an opportunity for business and education providers to support vulnerable and disadvantaged members of the community**



**Actions**

- Deliver initiatives which provide opportunities for young people to gain skills and experience that enhance their employment opportunities, including Schools-Industry ‘Lunch with the Winners’ annual event with SELLEN.
- Facilitate and deliver the fundraising event ‘Take a Swing for Charity’ Golf Day in collaboration with industry partners.

**Department**

- SEBN
- SEBN



**8. Work with partners to facilitate engaged local business and industry taking action to increase resilience and transition to a net zero economy**



**Actions**

- Partner with SEMMA, the Chamber of Commerce, local business and industry to facilitate and inform the business community on the transition to a net zero economy.

**Department**

- Business and Revitalisation
- SEBN

**9. Continue to advocate for and pursue the policy and implementation of decentralisation for government and corporate offices to attract white collar workers to Dandenong and the Greater South East Melbourne (GSEM) region to provide for economic growth**

**Actions**

- Advocate for the establishment of a Revitalising Central Dandenong Taskforce/Board with representation from Government, agencies and other influential stakeholders, to identify, support, and deliver targeted renewal initiatives for improved economic and social outcomes

**Department**

- Business and Revitalisation

 Active living |  Physical health and mental wellbeing |  Tobacco/vaping, alcohol and other drugs |  Social cohesion and community safety |  Climate change and health

# A Council that demonstrates leadership and a commitment to investing in the community

## 1. Increase the use of smarter technologies to improve the efficiency and effectiveness of managing Council assets and resources to ensure they meet the community's current and future needs

### Actions

- Improve access to, from, and within major Activity Centres, including the management of parking, harnessing modern and smart technologies to build on existing capacity

### Department

- Transport and Civil Development

## 2. Develop long term plans to effectively manage Council's assets

### Actions

- Conduct a comprehensive review of the 10-year Activity Centre Capital Improvement Program including evaluation of ongoing projects, identification of any changes in community needs or priorities, and ensure the program is aligned with the strategic goals and objectives of council.

### Department

- Business and Revitalisation

## 3. Provide meaningful engagement opportunities which capture the voices of all ages, genders and cultures within the city

### Actions

- Encourage the voice of children and young people through the facilitation of the children's and youth forums and advisory groups to inform planning and policy development.
- Enhance Council's customer interactions through the development of a Customer Experience (CX) Strategy

### Department

- Community Wellbeing
- Communications and Customer Service

**4. Ensure Council decisions contribute towards building a smarter, more digitally enabled future for our community and organisation**

**Actions**

- Undertake a review of Council's information technology systems to identify gaps in the organisation's digital capability
- Review the Business Classification System to better meet Council's record keeping practices and responsibilities

**Department**

- Finance and IT
- Governance

**5. Deliver Council's capital works program**



**Actions**

- Completion of Council's annual Capital Works Program

**Department**

- City Improvement

**6. Attract investment and build partnerships with key stakeholders to ensure the sustainability, viability and growth of Greater Dandenong and its major activity centres to provide jobs, housing and liveability outcomes**

**Actions**

- Develop an investment attraction program to encourage investment within the Dandenong, Springvale and Noble Park activity centres

**Department**

- Business and Revitalisation

**7. Maintain a safe and healthy workplace through a people centred systematic approach to risk management**



**Actions**

- Pilot new wearable technology to prevent musculoskeletal disorders and injuries
- Introduce psychosocial programs to identify hazards to manual handling and psychological health

**Department**

- People, Culture and Innovation
- People, Culture and Innovation

**8. Encourage an organisational culture of innovation and leadership**



**Actions**

- Develop and implement an innovation program for Council

**Department**

- People, Culture and Innovation

**9. Ensure compliance with the *Local Government Act 2020*, Councillor and Staff Codes of Conduct, Council policies and all legislation relevant to Council**



**Actions**

- Implement a Policy Development Program to ensure the currency of Council policies

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- Maintain transparency of Councillor expenses as required under the Council Expenses, Support and Accountability Policy.

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- Comply with the auditing and reporting requirements of the *Gender Equality Act 2020* including the implementation of the Gender Equality Action Plan

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- Comply with the requirements of the Child Safe Standards

**Department**

- Governance

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- Governance

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- People, Culture and Innovation

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- People, Culture and Innovation

**10. Manage Council's resources effectively and efficiently to ensure financial sustainability**



**Actions**

- Meet budget revenue targets for all commercial properties.
- Develop a Strategy Framework to streamline Council's planning and future focus
- Review Council's Long Term Financial Plan
- With the community, strengthen engagement, build capacity and accessibility to Council's grants programs

**Department**

- Governance
- Communications and Customer Service
- Finance and IT
- Community Development, Sport and Recreation

**11. Ensure all Council's emergency management responsibilities and obligations are implemented as described in the Municipal Emergency Management Plan**



**Actions**

- Coordinate and conduct four Municipal Emergency Management Planning Committee (MEMPC) meetings with key stakeholders and agencies
- Implement, monitor and review progress on mitigation strategies to risks identified via the Community Emergency Risk Assessment (CERA) - Heat/Health, Floods and Storms, and Pandemic

**Department**

- People, Culture and Innovation
- People, Culture and Innovation

Active living | Physical health and mental wellbeing | Tobacco/vaping, alcohol and other drugs | Social cohesion and community safety | Climate change and health