



# OUR DAREBIN ANNUAL ACTION PLAN

2025-2026

## Acknowledgement of Country

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.*

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## Strategic Direction 1: **Aboriginal Culture and Knowledge**

### **STRATEGIC OBJECTIVE**

A City that celebrates Aboriginal and Torres Strait Islander culture, values, knowledge and traditions, respects the right for self-determination and takes deliberate action toward Truth-telling.

| Strategy 1.1 Commit to a journey of Self-Determination with Wurundjeri Woi-wurrung People and Aboriginal and Torres Strait Islander communities                                       |          |                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Initiative                                                                                                                                                                            | When     | Action in 2025-26                                                                                                                                                                             |
| 1.1.1 Support the Victorian Treaty.                                                                                                                                                   | Yr 1 - 4 | 1.1.1.1 Council formally release a position of support on the Statewide Treaty and deliver community education events on the Statewide Treaty, in collaboration with First Peoples' Assembly. |
| 1.1.2 Continue to support Treaty through Truth-Telling in Darebin, progressing self-determination, justice and equality for Aboriginal and Torres Strait Islander people.             | Yr 1 - 4 | 1.1.2.1 Complete stage one of Truth Telling project, opening a Truth-Telling display in Bundoora Park Farm to the public.                                                                     |
| 1.1.3 Finalise Darebin's Aboriginal Action Plan 2025-2029 and deliver actions in the plan.                                                                                            | Yr 1 - 4 | 1.1.3.1 Finalise the Aboriginal Action Plan and deliver year 1 activities.                                                                                                                    |
| 1.1.4 Develop a partnership agreement with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, including entering into Treaty negotiations.                          | Yr 1 - 4 | 1.1.4.1 Undertake internal planning and research to determine best approach to develop a partnership agreement.                                                                               |
| 1.1.5 Deliver a community grants stream for Aboriginal and Torres Strait Islander community groups and not-for-profit organisations to help resource community projects and programs. | Yr 1 -4  | 1.1.5.1 Continue the Aboriginal grants program.                                                                                                                                               |

| Strategy 1.2 Preserve, celebrate and educate the Darebin community about Aboriginal heritage and living culture                                                                   |          |                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------|
| Initiative                                                                                                                                                                        | When     | Action in 2025-26                                              |
| 1.2.1 Celebrate and commemorate days of significance in the national calendar of Aboriginal and Torres Strait Islander people.                                                    | Yr 1 - 4 | 1.2.1.1 Continue to celebrate Aboriginal days of significance. |
| 1.2.2 Explore opportunities for renaming significant places, including Council wards, with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and the community. | Yr 3 - 4 | No Year 1 action.                                              |

| Strategy 1.3 Build a culturally safe Council and organisation to deliver inclusive and culturally safe spaces and services                                                                  |          |                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Initiative                                                                                                                                                                                  | When     | Action in 2025-26                                                                                                                                                                                                                                                     |
| 1.3.1 Develop a culturally competent organisation to deliver Aboriginal culturally safe Council services and programs.                                                                      | Yr 1 - 4 | 1.3.1.1 Complete an organisational Aboriginal Cultural Safety Audit and identify priority areas for action in year 1.                                                                                                                                                 |
| 1.3.2 Continue to foster economic opportunities for Aboriginal and Torres Strait Islander People through employment networks and partnerships with businesses and organisations in Darebin. | Yr 1 - 4 | 1.3.2.1 Continue to facilitate the Aboriginal Employment Network that facilitates connection and collaboration between Aboriginal and Torres Strait Islander businesses and employment service providers to grow the Aboriginal and Torres Strait Islander workforce. |
|                                                                                                                                                                                             |          | 1.3.2.2 Continue to create incentives for local jobs to be available to Aboriginal and Torres Strait Islander people through Council's procurement practices.                                                                                                         |



## Strategic Direction 2: **Equity, Diversity and Inclusion**

### **STRATEGIC OBJECTIVE**

A City where our rich diversity is celebrated, everyone can thrive and belong, and our services, programs, places and spaces are equitable, responsive, inclusive and accessible to all.

| Strategy 2.1 Plan and establish Council's strategic response to build equity, inclusion and human rights for our community                                                                             |          |                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------|
| Initiative                                                                                                                                                                                             | When     | Action in 2025-26                                                                                                            |
| 2.1.1 Develop and implement a refreshed Disability Access and Inclusion Plan.                                                                                                                          | Yr 1 - 4 | 2.1.1.1 Develop a refreshed Darebin Disability Access and Inclusion Plan, including an annual action plan.                   |
| 2.1.2 Finalise and implement the Cultural Diversity and Inclusion Action Plan.                                                                                                                         | Yr 1 - 4 | 2.1.2.1 Continue to develop the Darebin Cultural Diversity and Inclusion Action Plan and implement year one activities.      |
| 2.1.3 Finalise and implement the LGBTIQA+ Action Plan.                                                                                                                                                 | Yr 1 - 4 | 2.1.3.1 Continue to develop the LGBTIQA+ Action Plan and implement year one activities.                                      |
|                                                                                                                                                                                                        | Yr 1     | 2.1.3.2 Construct a rainbow pedestrian crossing in Preston.                                                                  |
| 2.1.4 Establish a Council-wide framework to integrate positive equity, gender equality, wellbeing and climate outcomes into projects and services, having regard to the Sustainable Development Goals. | Yr 1     | 2.1.4.1 Develop a decision-making assessment and reporting tool, and pilot it on 4 projects.                                 |
| 2.1.5 Deliver the Gender Equality Action Plan.                                                                                                                                                         | Yr 1 - 4 | 2.1.5.1 Deliver second Progress Report on the Gender Equality Action Plan (GEAP) and develop new four-year GEAP by May 2026. |

## Strategy 2.2 Develop and deliver equitable services, programs and places

| Initiative                                                                                                                                       | When     | Action in 2025-26                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------|
| 2.2.1 Grow community capacity and provide resources to enable local people to deliver local community-run events and social activities.          | Yr 1 - 4 | 2.2.1.1 Provide opportunities for community-led programming and partnerships through Council venues such as libraries.        |
|                                                                                                                                                  |          | 2.2.1.2 Continue to provide lifelong learning opportunities to grow community capacity and resilience.                        |
|                                                                                                                                                  |          | 2.2.1.3 Waive Council's permit fees and provide half-day traffic controllers to support up to 20 community street parties.    |
| 2.2.2 Work in partnership to deliver initiatives to support people experiencing homelessness.                                                    | Yr 1 - 4 | 2.2.2.1 Deliver <i>Darebin Zero: Ending Homelessness Together</i> project with housing, health and community sector partners. |
|                                                                                                                                                  |          | 2.2.2.2 Deliver the Darebin Assertive Community Outreach (DACO) program to support people experiencing homelessness.          |
| 2.2.3 Work in partnership to deliver community development activities and place-based projects that respond to local community issues and needs. | Yr 1 - 4 | 2.2.3.1 Identify and scope place-based projects based on community needs and commence implementing year 1 activities.         |

## Strategy 2.3 Create an approach to supporting the community that recognises life stages, life changes and events that shape people and their needs

| Initiative                                                                                                | When     | Action in 2025-26                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------|
| 2.3.1 Deliver the Darebin Family, Youth and Children Strategy.                                            | Yr 1 - 4 | 2.3.1.1 Develop an initial 2-year Action Plan to accompany the Family, Youth and Children Strategy.                               |
| 2.3.2 Expand community kindergarten facilities to enable access to three- and four-year-old kindergarten. | Yr 1 - 4 | 2.3.2.1 Expand Maryborough kindergarten to create additional kindergarten places.                                                 |
|                                                                                                           |          | 2.3.2.2 Continue to plan and scope opportunities to expand kindergarten facilities.                                               |
| 2.3.3 Deliver Age Friendly Darebin.                                                                       | Yr 1 - 4 | 2.3.3.1 Complete Council response and actions to recommendations from the Age Friendly Darebin Report.                            |
| 2.3.4 Deliver aged care reforms.                                                                          | Yr 1 - 4 | 2.3.4.1 Complete a feasibility project to help council understand options when the Australian Government reforms are implemented. |



## Strategic Direction 3: Health and Wellbeing

### STRATEGIC OBJECTIVE

A City where everyone in the community can access the opportunities, infrastructure and services they need to be physically and mentally safe and healthy.

**Strategy 3.1** Collaborate and partner with health organisations to deliver positive health and wellbeing opportunities

| Initiative                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | When     | Action in 2025-26                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.1.1 Establish and deliver a Darebin Health and Wellbeing forum that brings together key partners to seek funding and enhance advocacy, projects, programs and services that respond to Darebin's health and wellbeing priorities.                                                                                                                                                                                                                                        | Yr 1 - 4 | 3.1.1.1 Establish a forum with founding partner organisations.                                                                                                             |
| 3.1.2 Work in partnership with health agencies and organisations, including culturally specific organisations (Aboriginal Community-Controlled organisations and others) to develop health promotion responses and distribute key messages and educational materials related to Darebin's key modifiable health risks. This includes encouraging mental health, sexual and reproductive health, harm reduction for alcohol and substance use, and nutritious food choices. | Yr 1 - 4 | 3.1.2.1 Develop an information and education campaign for one priority modifiable health risk, in partnership with the Health and Wellbeing and other networks.            |
| 3.1.3 Continue to deliver community programs and services to support and strengthen Darebin's diverse communities in partnership with Neighbourhood Houses.                                                                                                                                                                                                                                                                                                                | Yr 1- 4  | 3.1.3.1 Deliver community programs and services in partnership with Neighbourhood Houses.                                                                                  |
| 3.1.4 Support activities, events and programs that promote social connection and address loneliness for Darebin's diverse community.                                                                                                                                                                                                                                                                                                                                       | Yr 1 - 4 | 3.1.4.1 Continue to support activities and programs such as food relief, health care, legal support and other initiatives that emerge from community need during the year. |

### Strategy 3.2 Create an enabling environment for positive mental health

| Initiative                                                                                                                             | When     | Action in 2025-26                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.2.1 Support the community's access to mental health and wellbeing programs and services to respond to diverse experiences and needs. | Yr 1 - 4 | 3.2.1.1 Develop a forum for service providers and people with living and lived experience to map mental health and wellbeing activities, programs and services available in Darebin to identify future opportunities and support needs. |
|                                                                                                                                        |          | 3.2.1.2 Research available mental health and wellbeing activities, programs and services and identify opportunities for access and inclusion improvements for future programs.                                                          |
|                                                                                                                                        |          | 3.2.1.3 Deliver the Surround Project to provide 'safeTALKs' mental health training for young people, allies and youth workers and deliver a youth -led, wellbeing focussed, Queer formal event for local LGBTIQA+ young people.         |
| 3.2.2 Deliver the Electronic Gaming Machine Policy and Action Plan.                                                                    | Yr 1 - 4 | 3.2.2.1 Deliver key actions and priorities in the Electronic Gaming Machine Policy and Action Plan.                                                                                                                                     |

### Strategy 3.3 Foster a safe and respectful community environment

| Initiative                                                                                                                                                                             | When     | Action in 2025-26                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------|
| 3.3.1 Deliver the Free From Violence project and develop a sustainable ongoing commitment to embed gender equality and family violence prevention practices into programs and service. | Yr 1 - 4 | 3.3.1.1 Deliver the Free From Violence project. |

### Strategy 3.4 Maintain and improve community facilities, parks and open spaces to support people to stay healthy and active

| Initiative                                                                                                                                                                        | When     | Action in 2025-26                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------|
| 3.4.1 Implement and promote sport and leisure activities, including tailored activities and events for people and communities who are at risk of discrimination and disadvantage. | Yr 1 - 4 | 3.4.1.1 Deliver and promote programs to increase opportunities to engage in physical activities.               |
| 3.4.2 Extend community access to Darebin Libraries branches.                                                                                                                      | Yr 1 - 4 | 3.4.2.1 Launch and promote Extra Access at Preston Library.                                                    |
| 3.4.3 Continue activities to support redevelopment of Reservoir Leisure Centre.                                                                                                   | Yr 1 - 4 | 3.4.3.1 Develop a business case including concept design plans for the Reservoir Leisure Centre redevelopment. |
|                                                                                                                                                                                   |          | 3.4.3.2 Prepare an Advocacy and Funding Plan for Reservoir Leisure Centre.                                     |
|                                                                                                                                                                                   |          | 3.4.3.3 Commence updating the change facilities at Reservoir Leisure Centre.                                   |

Strategy 3.4 Maintain and improve community facilities, parks and open spaces to support people to stay healthy and active

| Initiative                                                                                                                                                                                   | When     | Action in 2025-26                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------|
| 3.4.4 Maintain, renew, upgrade and/or expand parks, recreation and sporting infrastructure to offer opportunities for connection and health, and public toilets to support gender inclusion. | Yr 1 – 4 | 3.4.4.1 Commence design to upgrade and renew sporting infrastructure to support gender-inclusion at JC Donath Pavilion. |
|                                                                                                                                                                                              |          | 3.4.4.2 Renew play space at DR Atkinson Reserve.                                                                        |
|                                                                                                                                                                                              |          | 3.4.4.3 Renovate sportsground at Pitcher Park.                                                                          |
|                                                                                                                                                                                              |          | 3.4.4.4 Renew irrigation and turf at Johnson Park.                                                                      |
|                                                                                                                                                                                              |          | 3.4.4.5 Complete the construction of KP Hardiman Pavilion.                                                              |
|                                                                                                                                                                                              |          | 3.4.4.6 Commence the design work to replace Bill Lawry Pavilion.                                                        |



## Strategic Direction 4: Climate Leadership and Response

### STRATEGIC OBJECTIVE

A City that is a climate leader, drives opportunities for achieving zero emissions, adapts by transforming how we provide services, open spaces and infrastructure, and works with our community to build ongoing resilience.

**Strategy 4.1** Work alongside Wurundjeri Woi-wurrung and all Aboriginal and Torres Strait Islander people to maintain and share their culture and knowledge to protect, preserve, revitalise, and heal Country to support self-determination and maintain a thriving, resilient natural environment

| Initiative                                                                                                                                                                                                                                                                                         | When     | Action in 2025-26                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.1.1 Build strong relationships with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Aboriginal and Torres Strait Islander people to embed cultural knowledge into how we manage our natural resources and Country and grow our staff and community's cultural awareness. | Yr 1 - 4 | 4.1.1.1 Develop Aboriginal cultural training on climate, men's and women's business and caring for Country and begin delivering it to Council officers whose roles relate to land management and/or the natural environment by 2025.                                                |
| 4.1.2 Protect and manage creek corridors and waterways through partnerships with Traditional Owners, community groups, other government bodies and the Environment Protection Authority Victoria.                                                                                                  | Yr 1 - 4 | 4.1.2.1 Continue to protect and manage creek corridors, waterways and biodiversity throughout Darebin directly and in partnership.                                                                                                                                                  |
| 4.1.3 Maintain green spaces, connection to nature, tree canopy and biodiversity prioritising locations with lower tree canopy coverage.                                                                                                                                                            | Yr 1 - 4 | 4.1.3.1 Maintain and increase the number of trees in public places including streets and parks, prioritising the principal pedestrian network, locations with currently lower numbers of trees and parts of the city where the community experiences higher levels of disadvantage. |

**Strategy 4.2** Work towards zero emissions by pursuing ambitious energy efficiency and renewable energy opportunities for Council operations and buildings, and for Darebin homes, businesses, organisations and transport

| Initiative                                                                                                                                                                                                       | When     | Action in 2025-26                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.2.1 Deliver the Climate Emergency Plan and prepare a new three-year action plan by 2027.                                                                                                                       | Yr 1 - 4 | 4.2.1.1 Deliver the Climate Emergency Plan and develop a new three-year action plan - starting in 2026.                                                          |
| 4.2.2 Support the community to divert waste from landfill, through Council's residential waste services.                                                                                                         | Yr 1 - 4 | 4.2.2.1 Assess service options for introducing the new glass recycling service in line with Victorian Government direction including ways to improve recycling.  |
|                                                                                                                                                                                                                  |          | 4.2.2.2 Continue to provide recycling services to residents and support the community to recycle better by sharing clear information on how to use the services. |
| 4.2.3 Progressively transition to highly efficient and climate resilient buildings by implementing Council's Environmentally Sustainable Design Policy for new builds, asset renewals and equipment replacement. | Yr 1- 4  | 4.2.3.1 Renew and replace air conditioning equipment at East Preston Community Centre and hot water system at Reservoir Leisure Centre.                          |
| 4.2.4 Deliver an Energy Support Program, including electrification support, that prioritises low-income households.                                                                                              | Yr 1     | 4.2.4.1 Develop Energy Support Program by September 2025 and commence delivery.                                                                                  |

**Strategy 4.3** Adapt Council services, assets and infrastructure to respond to climate change projections

| Initiative                                                                                                                                                                                                                                           | When     | Action in 2025-26                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.3.1 Continue to respond to changing flood risk through community education, management of Darebin's local drainage network and through Council's statutory roles under the <i>Planning and Environment Act 1987</i> and <i>Building Act 1993</i> . | Yr 1 - 4 | 4.3.1.1 Support the Victoria State Emergency Service and Melbourne Water to share information with our community about flood preparedness and changing risk. |
|                                                                                                                                                                                                                                                      |          | 4.3.1.2 Deliver capital works to progressively increase the capacity of the drainage network and reduce flood risk in targeted locations.                    |

**Strategy 4.4** Support the community and businesses to successfully adapt to and cope with the impacts of climate change

| Initiative                                                                                                 | When     | Action in 2025-26                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.4.1 Partner with business, government and organisations to establish a climate resilient neighbourhood.  | Yr 2 - 3 | No Year 1 action.                                                                                                                                                                                                                                                                                                                            |
| 4.4.2 Respond to the impacts of climate change on the health and wellbeing of Darebin's diverse community. | Yr 1 - 4 | 4.4.2.1 Deliver a comprehensive heat health program to support residents most at risk of severe heat impacts including: developing a communications campaign to raise awareness of heat health risk; expand the reach of Keep Cool in Darebin campaign; and support at least 5 community organisations to build capacity around heat health. |
| 4.4.3 Develop a coordinated, accessible and inclusive response to climate impacts.                         | Yr 1 - 4 | 4.4.3.1 Support community connectedness and preparedness through emergency management planning to ensure Darebin residents know what to do during unexpected shocks and where to go to get help during extreme events.                                                                                                                       |



## Strategic Direction 5: Vibrant Places and Economy

### STRATEGIC OBJECTIVE

A City that is liveable with vibrant places and spaces, safe streets and a thriving local economy.

#### Strategy 5.1 Plan for housing growth and development that meets the needs of our diverse community

| Initiative                                                                                                                                                                | When     | Action in 2025-26                                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.1.1 Finalise and implement the Housing Strategy including design controls, planning scheme updates and roadmap for increasing social and affordable housing in Darebin. | Yr 1 - 4 | 5.1.1.1 Adopt the finalised Darebin Housing Strategy Part 1 (Growth & Need) and Part 2 (Character & Design) and prepare part 4 (Planning Scheme Amendment) to update residential zones and policy in the Darebin Planning Scheme. |
| 5.1.2 Start work on a new Development Contributions Plan to ensure Darebin's housing growth is supported with timely provision of new infrastructure.                     | Yr 3-4   | No Year 1 action                                                                                                                                                                                                                  |
| 5.1.3 Review and update the Open Space Strategy and seek a higher Open Space Levy through a planning scheme amendment.                                                    | Yr 1 - 2 | 5.1.3.1 Undertake research to inform Council's advocacy position and future strategy work.                                                                                                                                        |

#### Strategy 5.2 Manage Darebin's transport network to increase safety, accessibility and sustainability

| Initiative                                                                                                                                                                                             | When     | Action in 2025-26                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.2.1 Maintain and improve the transport network, including pedestrian crossings, bike infrastructure, speed reductions and other road safety treatments to make Darebin's streets safer for everyone. | Yr 1 - 4 | 5.2.1.1 Design and construct priority transport safety infrastructure.                                                                                                    |
|                                                                                                                                                                                                        | Yr 1     | 5.2.1.2 Deliver a detailed Feasibility Study for the proposed Melbourne Water Pipe Track Shared User Path between Elizabeth Street and the Mernda Rail line in Reservoir. |
|                                                                                                                                                                                                        | Yr 1 - 4 | 5.2.1.3 Commence the replacement of Kendall-Harding Bridge, in partnership with Merri-bek Council.                                                                        |
| 5.2.2 Engage the community to identify safety, accessibility and amenity concerns to inform improvements to the transport network.                                                                     | Yr 1 - 4 | 5.2.2.1 Continue engaging the local community to review and update the priorities for transport safety and access infrastructure projects.                                |

**Strategy 5.3** Support social and economic revitalisation to help Darebin become a great place to visit and do business

| Initiative                                                                                                                                                                                                                                                                                                                      | When     | Action in 2025-26                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.3.1 Continue to proactively protect Preston Market's social, cultural and historical value for generations to come through advocacy, community and stakeholder engagement, support of the Preston Market Traders and participating in future planning decisions including the development plan and planning permit decisions. | Yr 1 - 4 | 5.3.1.1 Respond proactively to a state referral on a Development Plan to ensure future development protects the market's significance and operations, while consulting and supporting traders and considering feasibility options for the Market's future. |
| 5.3.2 Develop and deliver the High Street Preston Streetscape Upgrades.                                                                                                                                                                                                                                                         | Yr 1 - 4 | 5.3.2.1 Finalise community engagement for the preferred concept design and develop functional layout and detail design for the project.                                                                                                                    |
| 5.3.3 Collaborate with local community and Traders Associations to develop shared visions for Darebin's key activity centres (Reservoir, Preston, Northcote and Fairfield).                                                                                                                                                     | Yr 1- 2  | 5.3.3.1 Develop Place Vision and Action Plans for Reservoir, Fairfield and Northcote to guide social and economic revitalisation and activation of activity centres.                                                                                       |
| 5.3.4 Revitalise the Active Space program to address increasing shopfront vacancies in main street destinations.                                                                                                                                                                                                                | Yr 1 - 4 | 5.3.4.1 Review the Active Space Program model and undertake a pilot project.                                                                                                                                                                               |

**Strategy 5.4** Enrich, diversify, and grow Darebin's creative economy and cultural ecology by delivering events, festivals, arts centres, arts programming and curation that reflect and connect with local communities

| Initiative                                                                                                                                                                                      | When | Action in 2025-26                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----------------------------------------------------------------------------------------------------------------------------------------|
| 5.4.1 Continue to review Darebin's programming and curatorial frameworks to empower local artists and creative communities to create, inspire and embed a diversity of experience.              | Yr 2 | No Year 1 Action.                                                                                                                       |
| 5.4.2 Deliver a new Festivals and Events Framework to guide a refreshed annual program, with celebrations delivered across the municipality, within the northern, central and southern suburbs. | Yr 1 | 3.1.2.1 Develop a new Festivals and Events Framework to guide a refreshed annual events program tailored to meet community aspirations. |
| 5.4.3 Review the Darebin Public Art Framework and Guerrilla Art Framework to ensure public space amenity and vibrancy is enhanced and retained.                                                 | Yr 2 | No Year 1 Action.                                                                                                                       |

Strategy 5.5 Enhance and maintain public spaces and infrastructure to improve amenity (Basic Services)

| Initiative |                                                                                                                               | When     | Action in 2025-26                                                                                                                     |
|------------|-------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------|
| 5.5.1      | Deliver good standards of cleaning and maintenance of public places prioritising high-use parks, play spaces and civic areas. | Yr 1 - 4 | 5.5.1.1 Establish the new City Amenity team and share service performance results as part of Council's quarterly performance reports. |
|            |                                                                                                                               |          | 5.5.1.2 Renew footpaths across the City based on condition assessments.                                                               |



## Strategic Direction 6: **Decision-making, Community Engagement and Transparency**

### **STRATEGIC OBJECTIVE**

A City that is well-managed, transparent and trusted by its community and partners, with clear and respectful communication that builds confidence in Council's decisions.

**Strategy 6.1** Listen to and engage with our community, advocate and work in partnerships to respond to current and future needs, and build confidence in Council

| Initiative                                                                                                | When     | Action in 2025-26                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------|
| 6.1.1 Develop and deliver strategic advocacy priorities.                                                  | Yr 1 - 4 | 6.1.1.1 Develop a 4-year advocacy framework including a one-year advocacy statement based on organisational strategic priorities. |
| 6.1.2 Develop a Partnership Framework.                                                                    | Yr 1 -4  | 6.1.2.1 Review existing partnerships and Community Grant Program.                                                                 |
| 6.1.3 Improve community engagement by delivering the community engagement continuous improvement program. | Yr 1 -4  | 6.1.3.1 Implement year 1 actions from the community engagement continuous improvement program.                                    |
|                                                                                                           |          | 6.1.3.2 Implement actions to progress engagement with Aboriginal and Torres Strait Islander community members.                    |

**Strategy 6.2** Enable community members to access our services in a way that suits them and improves their experience

| Initiative                                                         | When     | Action in 2025-26                                                                                                             |
|--------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------|
| 6.2.1 Deliver a Digital Darebin Program to upgrade our IT Systems. | Yr 1 - 4 | 6.2.1.1 Conduct a procurement process to select an IT partner to support us to upgrade our core systems.                      |
|                                                                    |          | 6.2.1.2 Deliver a new facilities and event booking system.                                                                    |
|                                                                    |          | 6.2.1.3 Upgrade our technology in meeting rooms to make it easier for community members and staff to conduct hybrid meetings. |
| 6.2.2 Develop and implement a Customer Experience strategy.        | Yr 1- 4  | 6.2.2.1 Adopt the Customer Experience Strategy and associated action plan.                                                    |

**Strategy 6.3** Make informed decisions, be transparent, accountable and a trusted custodian of community aspirations and data

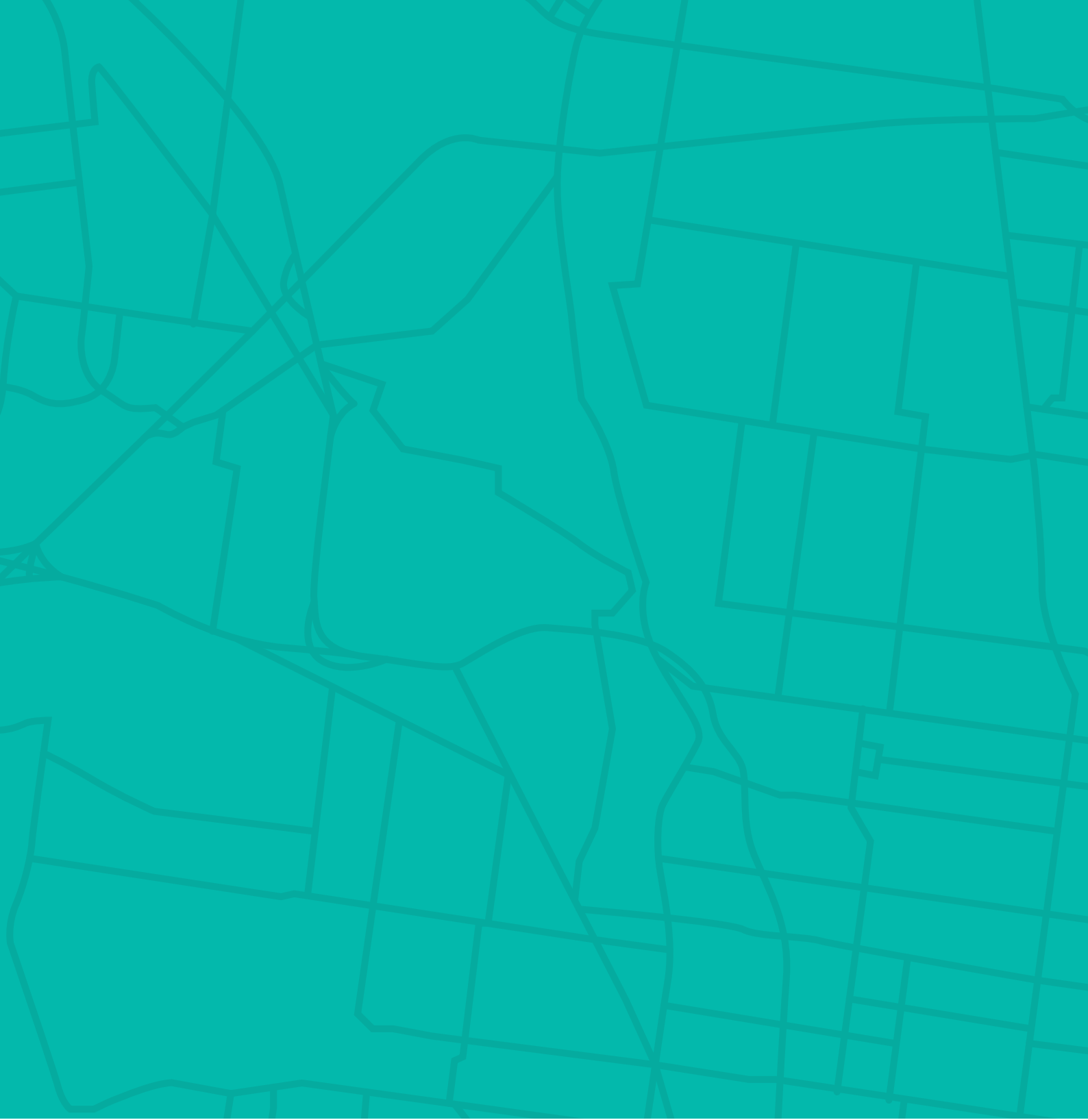
| Initiative                                                                                                                       | When     | Action in 2025-26                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.3.1 Develop and implement a good governance continuous improvement plan.                                                       | Yr 1 - 3 | 6.3.1.1 Adopt a good governance action plan and commence implementation.                                                                                                                                                                                                                                                                           |
| 6.3.2 Take good care of community data to help Council make informed decisions and protect privacy.                              | Yr 1 - 4 | 6.3.2.1 Develop data governance framework to set the foundations for insight driven decision making.                                                                                                                                                                                                                                               |
| 6.3.3 Take relevant action to protect Council systems and community data based on industry best practice and ongoing monitoring. | Yr 1 - 4 | 6.3.3.1 Continuously monitor cyber risk and take action appropriately.                                                                                                                                                                                                                                                                             |
| 6.3.4 Explore, understand and identify Darebin's response to adopting the UN Sustainable Development Goals.                      | Yr 1 - 4 | 6.3.4.1 Map how Our Darebin Plan initiatives align with the UN Sustainable Development Goals (SDGs), and develop a clear, staged approach to integrate SDG alignment into planning, evaluation, and reporting. This will include identifying resource needs, timelines, and budget to support effective implementation and continuous improvement. |

**Strategy 6.4** Deliver responsible and transparent stewardship by managing our community assets, resources and finances well

| Initiative                                                                                                                                                                         | When     | Action in 2025-26                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.4.1 Review the 10- year Financial Plan to ensure financial sustainability now and in the future.                                                                                 | Yr 1 - 4 | 6.4.1.1 Assess financial and risk indicators and consider whether a substantive review of the Long Term Financial Plan is necessary as part of the annual budget process.                |
| 6.4.2 Deliver good value for community through Council's procurement of new suppliers and management of contracts.                                                                 | Yr 1 - 4 | 6.4.2.1 Update the Social and Sustainable Procurement Policy to strengthen how well it helps achieve best value for community balancing financial, social and sustainability objectives. |
| 6.4.3 Regularly review the Workforce Plan to make sure we are resourced to deliver the Council Plan.                                                                               | Yr 1 - 4 | 6.4.3.1 Review existing Workforce Plan 2021-2025 and commence development of a new Darebin Workforce Plan 2026-2029.                                                                     |
| 6.4.4 Obtain and improve the quality of data on community assets and use this to inform infrastructure renewal and maintenance plans, including the next update of the Asset Plan. | Yr 1 - 4 | 6.4.4.1 Survey the condition of assets and buildings, incorporating renewal, maintenance and fit-for-purpose data needs into the inspection program.                                     |
| 6.4.5 Implement a range of financial sustainability measures to reduce costs and improve revenue to fund community services and infrastructure.                                    | Yr 1 - 4 | 6.4.5.1 Identify opportunities to invest in technology and assets to reduce costs and improve revenue.                                                                                   |
|                                                                                                                                                                                    |          | 6.4.5.2 Investigate options for a voluntary levy for developers to contribute to regional drainage and water sensitive urban design initiatives.                                         |

**Strategy 6.5**    Maximise the benefits the community gain from Council properties and facilities through strategic and improved use

| Initiative                                                                                                                                                                  | When     | Action in 2025-26                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.5.1    Regularly offer available Council properties for use by community and commercial organisations through a fair and accessible process.                              | Yr 1 - 4 | 6.5.1.1    Offer available Council properties via an EOI process, evaluate applications and establish leases or licences with tenant organisations. |
|                                                                                                                                                                             |          | 6.5.1.2    Undertake community engagement for the pre-master-planning of 2 Wingrove Street site.                                                    |
| 6.5.2    Progressively review opportunities to make better use of facilities, such as shared use, relocation or consolidation, when they are due for renewal.               | Yr 1 - 4 | 6.5.2.1    Identify facilities due for renewal and assess opportunities as part of the annual budget development process.                           |
| 6.5.3    Assess Council property holdings to ensure they are suitable for current and future service provision, considering opportunities for private use and reinvestment. | Yr 1 - 4 | 6.5.3.1    Undertake initial assessment of currently unused and/or surplus properties and consider divestment options for any sites identified.     |
| 6.5.4    Undertake substantial work to redevelop one major Council owned site within Preston to revitalise the local area, improve amenity and access to community spaces.  | Yr 1 - 4 | 6.5.4.1    Undertake a development feasibility study to inform the development strategy and program for one major Council owned site.               |



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