Council Plan 2021 - 25

(incorporating the Municipal Public Health and Wellbeing Plan)

Revised 2023

GREATER DANDENONG
City of Opportunity



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Acknowledgment of country

Greater Dandenong City Council acknowledges and pays respects to the Bunurong people of the Kulin Nation, as the Traditional Custodians of the lands and waters in and around Greater Dandenong.

We value and recognise local Aboriginal and Torres Strait Islander Cultures, heritage, and connection to land as a proud part of a shared identity for Greater Dandenong.

Greater Dandenong City Council pays respect to Elders past and present and recognises their importance in maintaining knowledge, traditions, and Culture in our Community.

Greater Dandenong City Council also respectfully acknowledges the Bunurong Land Council as the Registered Aboriginal Party responsible for managing the Aboriginal Cultural heritage of the land and waters where Greater Dandenong is situated.



Mayor's Message

Greater Dandenong City Council is committed to providing quality services that meet the needs of our community and increasing the liveability of our municipality.

As we enter the third year of this four year plan we continue to focus on creating social connections and accessible, welcoming spaces for all of our community to enjoy. We embrace our diversity and celebrate the uniqueness that is Greater Dandenong.

The ongoing impacts of COVID-19 and the current financial pressures facing our community have seen Council adapt to the increasing need for support, in particular regarding physical and mental wellbeing. This Council Plan 2021-25 helps provide a roadmap for how we will achieve our vision and the longer term priorities which will create a sustainable future for our city.

Our community vision, developed by the Greater Dandenong People's Panel, describes a city which is a home to all, where everyone can enjoy and embrace life through celebration and equal opportunity. Our commitment to creating a healthy, innovative and creative community, with a commitment to growth and environmental sustainability is ongoing and is reflected in our key priorities.

The Climate and Ecological Emergency continues to be a high priority and involves a whole of Council and community response to climate change. Our focus is on ensuring Council practices are sustainable and educating our community on how they can individually, and collectively, have a positive impact on our environment.

Health and social inequities continue to affect our community and the priorities in this plan outline how we will address those who are most at risk and vulnerable. Council has a strong commitment to equality for all regardless of age, gender, culture, religion, race, abilities, sexual orientation or economic status. We aim to reduce the disadvantage faced by our community through providing access to support and programs that improve health and wellbeing, employment, education and training.

This plan outlines six key objectives for Greater Dandenong City Council and what we hope to achieve by 2025:

1. A socially connected, safe and healthy city
2. A city that respects and celebrates diversity, our history and the arts
3. A city of accessible, vibrant centres and neighbourhoods
4. A green city committed to a sustainable future
5. A city that supports entrepreneurship, quality education and employment outcomes
6. A Council that demonstrates leadership and a commitment to investing in the community

Council hopes that this plan will enhance services, support strong community connections and create a safe and vibrant city which we can all be proud of.

We look forward to delivering on our plan and working together with our community to make Greater Dandenong a thriving, vibrant city, now and into the future.



Cr Eden Foster
Mayor



Community Vision 2040

The City of Greater Dandenong is a home to all. It's a city where you can enjoy and embrace life through celebration and equal opportunity!

We harmonise the community by valuing multiculturalism and the individual. Our community is healthy, vibrant, innovative and creative.

Our growing city is committed to environmental sustainability.

Welcome to our exciting and peaceful community



Principles

The Greater Dandenong People's Panel developed six principles of key importance which bring the community vision to life:

	What is the intent?	Related Strategic Objective
 **Principle 1** **Safe and peaceful community**	• Diminish the crime rate and make Greater Dandenong one of the safest places in Victoria	• A socially connected, safe and healthy city • A city of accessible, vibrant centres and neighbourhoods • A Council that demonstrates leadership and a commitment to investing in the community
 **Principle 2** **Education, training, entrepreneurship and employment opportunities**	• Create secure futures through training, education and employment pathways • Bridge skills gaps • Encourage training programs for new start-ups and small businesses	• A city that supports entrepreneurship, quality education and employment outcomes
 **Principle 3** **Sustainable environment**	• Prevent further ecosystem damage and embrace nature • Raise community awareness about the importance of a sustainable environment	• A green city committed to a sustainable future • A Council that demonstrates leadership and a commitment to investing in the community

Principles

	What is the intent?	Related Strategic Objective
 **Principle 4** **Embrace diversity and multiculturalism**	• Respect, compassion and equal opportunity for all community members	• A city that respects and celebrates diversity, our history and the arts
 **Principle 5** **Mind, Body and Spirit**	• Educate, support and empower the community to make healthy long term lifestyle choices • Create safe spaces and accessible programs and events to support mental, physical and spiritual health	• A socially connected, safe and healthy city • A city that respects and celebrates diversity, our history and the arts
 **Principle 6** **Art and Culture**	• Celebrate an inclusive community through art and culture • Enhance education, creativity and open mindedness by promoting and encouraging art as a career	• A city that respects and celebrates diversity, our history and the arts

Our Community

Population

164,000
residents in 2022. Predicted to grow over the next decade to 200,000

615
residents are of Aboriginal and Torres Strait Islander Heritage

154+
birthplaces

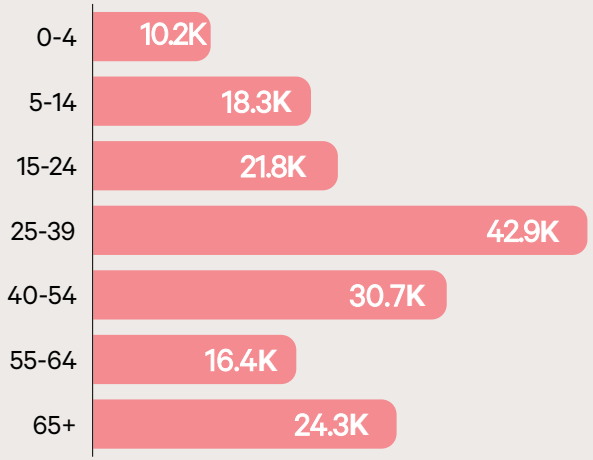
2/3
of people are born overseas

24,000
migrants have arrived since 2014

6,900
immigrants settled in 2020-21

860
asylum seekers

Age

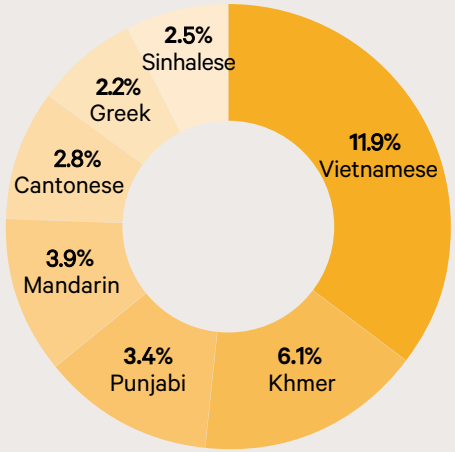


Disability

8% of people live with a severe or profound disability

(50% female, 44% male)

Languages spoken



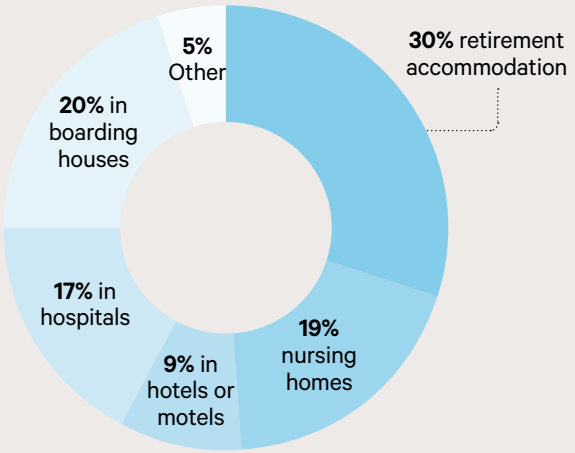
Our Community

Housing

62%
owned or being purchased

36%
rent

3,390
residents live in non-private accommodation



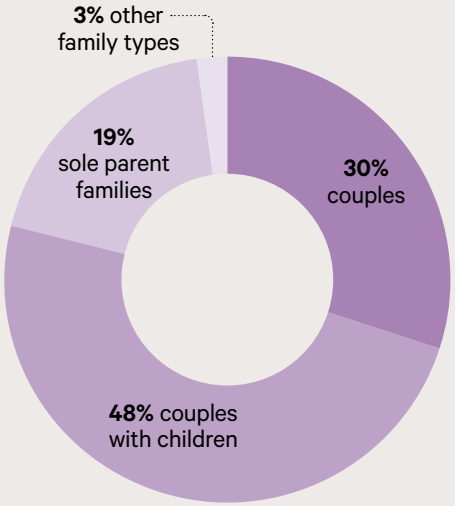
2,400
people are homeless or living in severely overcrowded dwellings

1/5
of residents are at risk of housing related financial stress or homelessness

Households

40,000
families

9/10
of families with children have parents who were born overseas



Employment

Unemployment rate 6.5% (2023)

113,000
people work within CGD, mostly people living outside the municipality

Industry type



Our Community

Infrastructure

35
sports reserves

1,100km
of footpaths

197
parks totalling

33
bushland areas

188km
of bike and shared paths

152
playgrounds

700
hectares of open space

5
leisure facilities

Health and wellbeing[1]

33%
perform no exercise in a typical week, compared to an overall figure of 18% among metropolitan residents

19%
are obese

13%
of residents smoke cigarettes compared with 17% of those across Victoria

13%
sometime in the last year ran out of food and could not afford more

15%
eat takeaway meals at least 3 times a week in line with the Victorian average

54%
did not meet dietary guidelines for either fruit or vegetable consumption

[1] Data source: Greater Dandenong Health and Wellbeing Profile www.greaterdandenong.vic.gov.au/health-and-wellbeing-profile-2021

Our Community

Health and Social Inequities

Disadvantage factors



Health and social inequities may be increased by disadvantage associated with gender, cultures, religion, race, disability, age, sexual orientation and economic status.

Food insecurity & obesity



Food insecurity and obesity are more common among socio-economically disadvantaged communities, with young people most vulnerable to unhealthy diets.

At risk groups



Key groups most at risk of health inequities include people who are unemployed, people with disability, older people, people experiencing or at risk of homelessness, refugees and people seeking asylum, LGBTIQA+, disengaged youth, and Aboriginal peoples.

Young people



Young people experience high rates of unemployment and disengagement.

Social isolation



Young people, older people, people with a disability, people who experience homelessness and LGBTIQA+ communities are more likely to experience social isolation and/or poor mental health than the general population.

Snapshot of Council

Councillors are elected to represent the community's needs and make decisions on local issues. They advocate on areas of importance to our community and lead Council's strategic direction.

They deliver on key strategic documents including the Council Plan, Municipal Public Health and Wellbeing Plan, Long Term Financial Plan and Budget.

The Chief Executive Officer and staff ensure that Council decisions and services are implemented, manage day to day Council operations, provide services and programs to the community and deliver local projects and initiatives.

Greater Dandenong City Council is represented by 11 Councillors who are elected for a four year term. Each year a Mayor and Deputy Mayor are elected from this group to lead Council and act as spokespeople for a period of 12 months.





Councillors



Cr Angela Long
(Cleeland Ward)



Cr Sophie Tan
(Noble Park Ward)



Cr Sean O'Reilly
(Springvale North Ward)



Cr Jim Memeti
(Dandenong Ward)



Cr Tim Dark
(Keysborough Ward)



Deputy Mayor,
Cr Lana Formoso
(Noble Park North Ward)



Cr Rhonda Garad
(Keysborough South Ward)



Cr Bob Milkovic
(Dandenong North Ward)



Mayor, Cr Eden Foster
(Yarraman Ward)



Cr Richard Lim OAM
(Springvale Central Ward)



Cr Loi Truong
(Springvale South Ward)



Organisation Overview

In 2021 the structure of Greater Dandenong City Council was amended slightly due to the departure of the Director Corporate Services. The new structure, as shown below, retains the original reporting lines for the directorates of Community Strengthening; City Planning, Design and Amenity; and Business, Engineering and Major Projects. The Corporate Services directorate has been split in to separate departments with Executive Managers and Managers reporting directly to the Chief Executive Officer.



Council

Chief Executive Officer

Jacqui Weatherill

Business Engineering and Major Projects

Director - Paul Kearsley

- Business and Revitalisation
- City Improvement Services
- Infrastructure Services and Planning
- Major Projects
- South East Business Networks (SEBN)
- Transport and Civil Development

City Planning, Design and Amenity

Director - Jody Bosman

- Building and Compliance Services
- Planning and Design
- Regulatory Services

Community Strengthening

Acting Director Marcus Forster

- Community Arts, Culture and Libraries
- Community Care
- Community Development, Sport and Recreation
- Community Wellbeing

Executive Manager Finance and Information Technology - Michelle Hansen

- Financial Accounting
- Financial Planning
- Information Technology
- Rates and Revenue Services

Executive Manager Communications and Customer Service - Kylie Sprague

- Civic Facilities
- Customer Service
- Media and Communications

Manager Governance - Lisa Roberts

- Governance
- Commercial Property
- Records Management

Manager People, Culture and Innovation - Anthony Camillo

- Contracts
- Emergency Management
- Organisational Development
- Risk and OHS



Business, Engineering and Major Projects

Business, Engineering and Major Projects is responsible for a large range of Council activities including asset management, parks and waste, roads and transport, major projects, economic development, activity centres revitalisation, investment attraction and showcasing business. The departments which make up Business, Engineering and Major Projects are Business and Revitalisation, City Improvement Services, Infrastructure Services and Planning, Major Projects, South East Business Networks (SEBN), and Transport and Civil Development.



City Planning, Design and Amenity

The City Planning, Design and Amenity directorate is focused on the development of our built and natural environments and ensuring that Council's activities match the community's future needs for facilities, housing, and sustainability. It oversees the functions of Building and Compliance Services, Planning and Design, and Regulatory Services.



Community Strengthening

Community Strengthening provides direct services to the community across a wide range of programs such as sport and recreation, libraries, youth and families, children's services, festivals and events, support for older people and community advocacy. This directorate manages Community Arts, Culture and Libraries; Community Care; Community Development, Sport and Recreation; and Community Wellbeing.



Corporate Services

Council's Corporate Services cover a broad range of organisational functions including financial planning, marketing and communications, governance, information and telecommunications, organisational development and corporate planning. The departments which provide corporate services include Financial Services, Information Technology, Governance, Customer Service and Civic Facilities, Media and Communications; and People and Procurement.

Working together as a Region - Greater South East Melbourne

Greater South East Melbourne is one of Australia's fastest growing regions and one which is critical to the nations economic recovery following the COVID-19 pandemic. The Region includes eight local government areas: the shires of Cardinia and Mornington Peninsula, and the cities of Casey, Frankston, Greater Dandenong, Kingston, Knox and Monash.

As one of Australia's most productive economic regions, it is home to several large employment precincts all with critical interdependencies that stretch well beyond defined Council boundaries. Beyond the regions recognised strength in manufacturing, it also contains some of Australia's most identifiable education and health institutions.

It has a diverse range of natural features including some of Victoria's most visited National Parks, RAMSAR listed wetlands and coastlines that are significant contributors to the Victorian visitor economy. Greater South East Melbourne is also shaped by diverse features such as key water tributaries running through the Dandenong catchment, diversified areas of agricultural production and the internationally recognised Sandbelt Golf Courses.

As the popularity of the region continues to grow, the challenge is to balance the needs of the natural attributes that make the region special while setting a clear planning and investment framework that facilitates regional employment opportunities. By working together, Councils of Greater South East Melbourne are able to identify priorities for transport investment to strengthen employment options throughout the region and in turn reduce the 'commute' and 'congestion' challenges Melbourne increasingly faces.

Now more than ever, Greater South East Melbourne Councils also recognise just how important the health and wellbeing of our communities is. By working across boundaries, we can provide enhanced support to our growing and diversified communities. A cornerstone of the regional focus is a recognition that when people have a job, secure housing and access to support services they are happier, healthier, more independent and will lead more fulfilled, resilient and prosperous lives.

To maximise the liveability of the region, GSEM are working together to have:

Economic sustainability - to create and retain jobs, enable industry growth, exports and innovation, build a skilled workforce with success powered by renewables.

Environmental sustainability - to proactively respond to the challenges Climate Change brings and be innovators in leading our communities.

Stronger families and communities - to support families and communities to be stronger, healthier, more resilient and more secure.

Transport and connectivity - providing choice by strengthening the connectivity in our transport system by ensuring efficient access to employment, education and key social support services.

To do this, GSEM recognise it is essential to have all levels of government working together to ensure continued success in one of Australia's most liveable regions.



Advocacy

The City of Greater Dandenong has a strong history of achieving many significant outcomes through a range of approaches to advocacy. These approaches have included:

- applying for grants and submitting funding submissions
- formal lobbying of local Members of Parliament (MP's) and State and Federal Ministers via letters, meetings, discussions and community forums on key issues
- the development of joint statements in partnership with other municipalities
- preparation of advocacy documents
- the development and implementation of media campaigns on key issues
- providing briefings for local MP's on issues of concern to Council
- holding expos to showcase Council's local product and advocating for increased local content
- issuing letters from the Mayor on key issues
- lodging submissions on a wide range of matters placed out for consultation by other levels of government
- participating in pilot projects to ensure final outcomes better meet community needs
- participating in deputations on key issues
- development and implementation of specific 'pre-election' campaigns
- online advocacy activities.

Information on Council's current advocacy campaigns can be found at:
www.greaterdandenong.vic.gov.au/advocacy/current-advocacy-campaigns



Integrated Planning Framework

Greater Dandenong City Council's Integrated Planning Framework guides Council's planning long term, (Community Vision and Long Term Financial Plan), medium term (Council Plan, Municipal Public Health and Wellbeing Plan, Strategies) and short term (Annual Plan, Budget and Business Plans). It also includes reporting mechanisms to ensure accountability and community engagement processes to capture and meet the needs and aspirations of our residents and business owners.



Community Vision

The vision for Greater Dandenong was developed by the Greater Dandenong People's Panel through a deliberative engagement process. It highlights the long term aspirations for our community to 2040 and highlights the key principles that Council can focus on to help achieve this.

Council Plan

The Council Plan, incorporating the Municipal Public Health and Wellbeing Plan, outlines the key priorities for Council over a four-year period including how Council will protect, improve and promote public health and wellbeing within the municipality. These priorities are influenced by the community vision, municipal health status and determinants, and the legislative requirements of local government. Progress against this plan and the health and wellbeing priorities is reported quarterly to the community and key stakeholders.

Budget

Council's Budget outlines how we use our resources over each financial year and how we will fund the various projects and activities identified within the Council Plan.

Supporting Strategies

A number of Strategies and Plans have been developed to address specific priorities of Council. These strategies highlight key areas of focus for our community including climate change and sustainability; family, youth and children services; asset management; community safety; positive ageing; and housing. A number of strategies and plans are also in place to assist businesses within our city including the Local Economic and Employment Development Strategy and Food and Tourism Strategies.

Community Engagement, Monitoring and Accountability

Council values the voice of the community and consults on all services, projects and programs which have a considerable impact. The Community Engagement Policy provides further detail on how Council conducts engagement and when the community can expect to be consulted. This will be an ongoing process to ensure the Council Plan continues to meet the health and wellbeing needs of the community.

Monitoring and Accountability are important for all of Council's key strategic documents to ensure transparency to our community and key stakeholders. Progress against the Council Plan, Annual Plan and Budget are publicly reported on a quarterly basis and performance against service indicators are reported annually through the Local Government Performance Reporting Framework and Annual Report. Council will also review and evaluate health and wellbeing activity annually, in conjunction with the Annual Plan to identify and respond to emerging issues and community needs as and when they arise.



How this plan was developed

The priorities as outlined in this Council Plan are the result of an intensive community consultation process combined with previous commitments, examination of municipal health data, legislative requirements and Council's ongoing investment and infrastructure projects.

The consultation process was split into two specific phases - broad consultation and a deliberative community panel.

Broad Consultation

From November 2020 until February 2021 a number of activities were conducted to capture the thoughts and priorities of our community:

- 107 survey responses
- 7 pop up sessions, over 250 participants
- 2 workshops were conducted with agencies supporting vulnerable community groups
- 1 workshop with 25+ health stakeholders to explore partnerships and engage the community about improving health and wellbeing
- 75 worksheets were received from local children including illustrations of their key priorities
- 45 ideas were posted on the online ideas wall

Over 1,000 ideas were received across all consultation activities and a number of key areas of focus were highlighted for Council to consider in its future planning:

- **Active and healthy living**
- **Diversity and inclusion**
- **Attractive and vibrant city**
- **Sustainable initiatives and development**
- **Natural environment**
- **Connected places**
- **Education and employment**
- **Leadership and investment**

These ideas and key themes have been used to influence the priorities reflected in this plan and the key projects to be undertaken for 2021-22. They were also used in the community panel process to assist panel members to create a new vision for the city and principles to reflect their aspirations for the future.

Greater Dandenong People's Panel

In accordance with the new *Local Government Act 2020* Council formed the Greater Dandenong People's Panel to undertake a deliberative engagement process to develop a new community vision, Council Plan 2021-25 and Long Term Financial Plan. This process involved the recruitment of randomly selected residents and business owners in the City of Greater Dandenong by an external organisation to avoid any possible bias. 40 participants were originally selected with 31 completing the process.

The panel members chosen were representative of our broader community in a number of key demographic areas:

Gender

17 Male (54.8%)

14 Female (45.2%)

Household Type

16 Home-owner (51.6%)

11 Private Rental (35.5%)

4 Public Housing (12.9%)

Age

18-24 **5** (16.1%)

25-44 **10** (32.3%)

45-64 **9** (29%)

65+ **7** (22.6%)

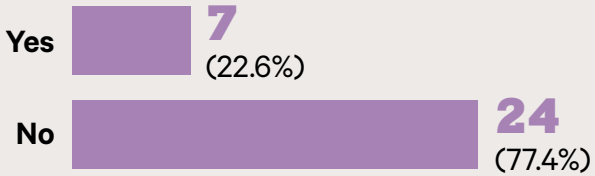
Born Overseas

21 Yes (67.7%)



10 No (32.3%)

Own or operate a business



Disability

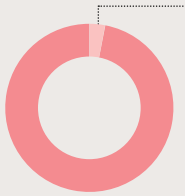
28 No (90.3%)



3 Yes (9.7%)

Aboriginal and Torres Strait Islander

30 No (96.8%)



1 Yes (3.2%)

The panel met over three and a half days to discuss the future of our city and highlight the needs and aspirations of its people.

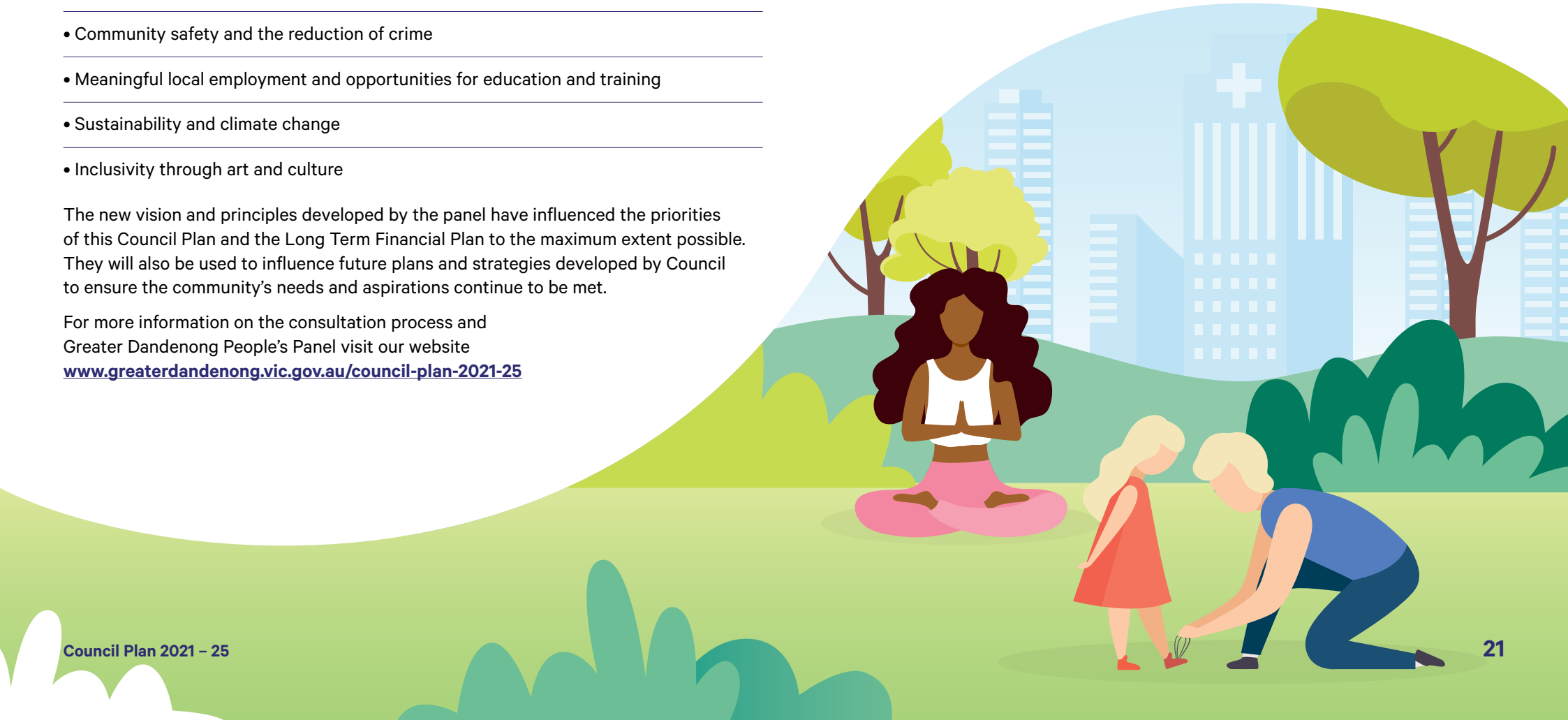
They were provided with a range of information including background information on Council's key challenges and the results of the broader community consultation. Eight guest speakers were also invited to engage with the panel and share their experience across a variety of areas including art and culture, sustainability, sport and recreation, and manufacturing. This enabled the panel to have well-informed discussions and carefully consider multiple points of view and various options before coming to an agreed vision.

The key areas of priority highlighted throughout the process included:

- Social connections, physical and mental health
- Respect and celebration of diversity and culture
- Community safety and the reduction of crime
- Meaningful local employment and opportunities for education and training
- Sustainability and climate change
- Inclusivity through art and culture

The new vision and principles developed by the panel have influenced the priorities of this Council Plan and the Long Term Financial Plan to the maximum extent possible. They will also be used to influence future plans and strategies developed by Council to ensure the community's needs and aspirations continue to be met.

For more information on the consultation process and Greater Dandenong People's Panel visit our website **www.greaterdandenong.vic.gov.au/council-plan-2021-25**



Our Health and Wellbeing Priorities

Council supports people of all ages to live, work and play through healthy lifestyles. The Municipal Public Health and Wellbeing Plan has been integrated with the Council Plan enabling an increased commitment across Council and stakeholders to support our community to achieve maximum health and wellbeing.

Based on a review of Council's existing strategies and plans, municipal health status and determinants, community insights and key legislation and policy including the Victorian Public Health and Wellbeing Plan 2019-23, the following key health and wellbeing focus areas for the next four years have been identified:

Active living

Increasing participation in physical activity opportunities and access to open space.

- 51% of adults do not engage in adequate physical activity per week.
- Organised sport participation is declining overall, except for cricket and football (soccer).

Physical health and mental wellbeing

Includes increasing healthy eating and food security, injury prevention and access to health services across the life course.

- 98.5% of residents do not eat enough vegetables daily and 62% do not eat enough fruit.
- 22% of residents experience high or very high levels of psychological distress.

Tobacco/vaping, alcohol and other drugs

Reducing harmful tobacco/vaping, alcohol and other drug use.

- 13% of residents currently smoke cigarettes.
- 41% of residents are at a lifetime risk of alcohol-related harm.

Social cohesion and community safety

Preventing all forms of violence and improving safety in a respectful, diverse and inclusive community.

- The overall crime rate (including property, drug and violence) of 42% was the highest in the metropolitan area outside the CBD.
- The rate of family violence offences was the fifth highest in the metropolitan area.

Climate change and health

A resilient community that is adapting to the health impacts of climate change.

- By 2030, Greater Melbourne is estimated to experience 4 more hot days over 35°C per year than we currently do, and this could more than double by 2070.

Throughout this plan, the above icons will be used to denote the strategic priorities that align with and contribute to addressing these health and wellbeing focus areas.

A detailed overview of health and wellbeing initiatives to be delivered against our focus areas will be provided in accompanying Annual Plans which will be available on the Council website.

For more information about local health and social conditions read the Profile of Health and Wellbeing in Greater Dandenong at www.greaterdandenong.vic.gov.au/health-and-wellbeing-profile-2021

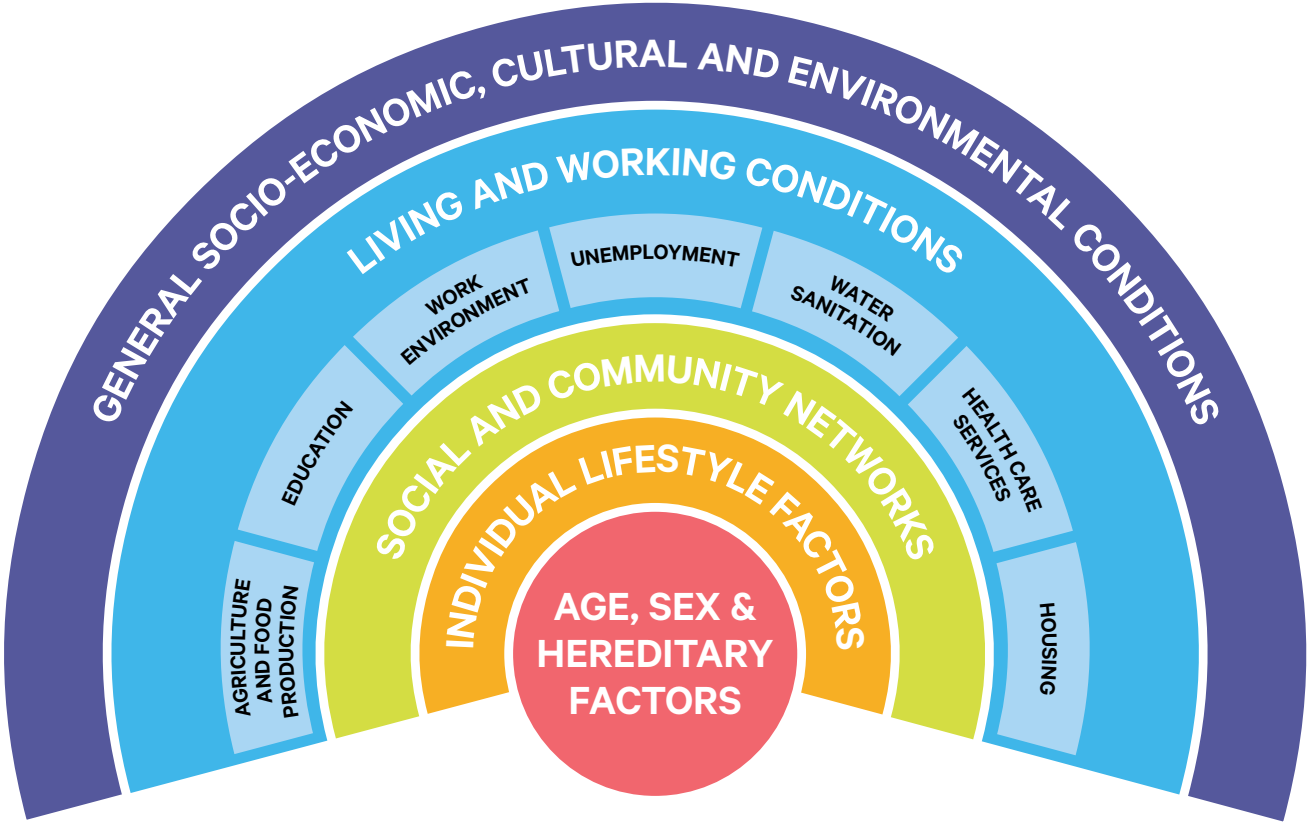
Why Council is interested in your health and wellbeing

Council recognises the importance of tailoring efforts to meet community needs and will take a people-centred and place-based approach to address our health and wellbeing focus areas, especially for neighbourhoods and populations that are likely to experience health inequities.

Local governments are well-placed to influence many of the social, economic and environmental conditions[4] to improve public health and wellbeing; however, Council cannot be as effective acting alone.

Council is committed to work in partnership with the community, other levels of government and stakeholders to address factors that fall beyond the influence of Council and ensure efforts are guided by the community and evolve to meet their health and wellbeing needs.

Our key partners include the Victorian Department of Health and other government departments, health and community service providers, local community organisations, businesses, education settings, state-wide bodies and other councils. The roles of specific partnerships in addressing our health and wellbeing priorities will be detailed in the Annual Plan.



[4] Image: Social Model of Health; Dahlgren and Whitehead

Our commitment to tackling Climate Change

Individual action can make a difference. If we each make changes, together this adds up to collective action that makes an even bigger difference.

Climate Change – striving for a resilient low carbon City

Victoria's climate has changed in recent decades, becoming warmer and drier. Without intervention, the changing climate will have far-reaching and catastrophic consequences for our state, the country and other communities around the world. It is an urgent problem with implications at the global, national, community and personal level[2].

This is why climate change has been described by the World Health Organization as the biggest threat to health in the 21st century.

Climate change will also impact certain parts of the economy through increased unemployment, financial stress, food insecurity, and rising social inequalities.

Local governments play a critical role helping their communities reduce emissions and adapt to climate change. This is because the projected impacts of climate change cut across almost all areas of local government responsibility, including the critical assets, infrastructure and essential services that Councils provide for their local communities[3].

Governments have a duty of care in exercising their functions and powers to manage the foreseeable and significant risks of climate change.

Whilst Greater Dandenong City Council can influence climate related outcomes, we cannot tackle it alone. We are one piece of the puzzle when it comes to reducing the effects of climate change. When compared to the Australian and State governments, local Councils have relatively limited levers of control and resources. However, we all have a role to play in responding to the global Climate and Ecological Emergency. By taking a leadership role and mobilising our community, we can collectively make a significant difference.



[2] (https://www.betterhealth.vic.gov.au/health/healthyliving/climate-change-and-health)

[3] https://www.climatechange.vic.gov.au/__data/assets/pdf_file/0030/490476/Local-Government-Roles-and-Responsibilities-for-Adaptation-under-Victorian-Legislation_Guidance-Brief.pdf)

Our commitment to tackling Climate Change

Recognising this, Greater Dandenong City Council declared a Climate and Ecological Emergency in January 2020. The Climate Emergency Strategy provides a strategic framework for Council and the community to achieve this vision, by informing decisions and helping to determine plans and activities. The strategy aims to develop a whole of Council response to climate change, building on existing programs and activities to reduce emissions and increase resilience, at both a corporate and community level. The following eight themes are Council's focus:

Leadership & Governance

Goal: A city leading its community's climate change response

As the most socio-economically disadvantaged community in Melbourne, we will be more exposed to some of the worst impacts, as the more vulnerable in our community are likely to lack the resources to prepare for or respond to climate change, or to recover from its impacts

Community Wellbeing & Culture

Goal: A climate resilient city shaped by its community's shared values

We are already seeing the effects of climate change on our environment, society and economy. By working to establish a climate resilient city, we will be better able to meet the future challenges posed by climate change, together

Business & Economy

Goal: A city with a thriving and resilient net zero carbon economy

Supporting local businesses to be sustainable and prosperous in a net-zero carbon future will help support local jobs and a thriving, resilient local economy, as well as making a significant contribution to reducing the overall carbon footprint of the municipality

Waste & Resources

Goal: A city of low waste through efficient resource use

Reducing waste will help lower the amount of pollution entering our environment, reducing greenhouse gas emissions and helping control our unsustainable use of natural resources

Biodiversity & Open Space

Goal: A city that is cool and green

As part of our response to climate change, our community wants to see a greener cooler city to improve the quality of air and water and provide cooling benefits which reduces the urban heat island effect. Green spaces also capture more carbon and increases the community's resilience to extreme heat events

Transport & Movement

Goal: A city that is well connected through low carbon transport

Increasing uptake and availability of low carbon modes of transport will reduce carbon emissions as well as provide a range of other benefits, such as reducing congestion on the road and reduced pollution – improving local air quality and the health and well-being of the local community

Assets, Infrastructure & Land Development

Goal: A city with a built environment supporting the community's resilience to climate change

Incorporating consideration of climate change into how we make decisions about infrastructure increases resilience, and reduces the direct impacts and financial costs of climatic events, as well as the indirect costs of disruption. Even more importantly, resilient infrastructure plays a key role in supporting local communities to withstand, respond to and recover from natural disasters

Energy & Buildings

Goal: A city of energy efficient buildings powered by clean energy

Council are supporting residents and businesses efforts towards energy efficient buildings powered by clean renewable energy sources– like solar and wind power. We are also transitioning our own buildings to become more energy efficient and powered by renewable energy

Services and Infrastructure Priorities

Greater Dandenong City Council is committed to providing quality services and programs. Our services are designed to support our diverse community and balance the needs of residents with the growing business sector who represent a large part of our rates base.

Over the next four years we are investing in a considerable amount of community infrastructure including the Dandenong Wellbeing Centre, Dandenong New Art gallery and the Keysborough South and Dandenong Community Hubs. We are also strongly advocating for a major sports and events centre for the city which will not only enhance our offerings in this space but also boost the local economy and create job opportunities for our residents.

Key services delivered by Council include:

Children, youth and families	Health and wellbeing	Your home	Sport and leisure	Roads and safety	Community
Youth services	Disability services	Planning permits	Sportsgrounds	Roads and footpaths	Libraries
Kindergartens	Home maintenance	Building permits	Swimming pools	Car parks	Volunteering
Maternal and child health	Home and community care	Pet registrations	Leisure centres	Street lighting	Theatre and the arts
Playgroups	Meals on wheels	Rubbish and recycling	Parks and gardens	School crossing supervision	Grants
Immunisation	Food safety	Graffiti removal	Festivals and events	Emergency management	Community centres

Legislative Impacts

Local Government Act 2020

This plan meets all of the requirements of the *Local Government Act 2020* by highlighting:

- the strategic direction of the Council;
- strategic objectives for achieving the strategic direction;
- strategies/priorities for achieving the objectives for the next 4 financial years;
- strategic indicators for monitoring the achievement of the objectives; and
- a description of the Council's initiatives and priorities for services, infrastructure and amenity.

It also addresses the requirements for addressing climate change by promoting the economic, social and environmental sustainability of the area, including mitigation and planning for climate change risks, and giving priority to achieving the best outcomes for the community, including future generations.

Emergency Management Act 2013

Amendments to the *Emergency Management Act 2013* came into effect on 1 December 2020, as a result of the *Emergency Management Legislation Amendment Act 2018* (the EMLA Act). The priorities in this plan, and the associated Municipal Emergency Management Plan, address these changes:

Functional roles within Council previously established under the Emergency Management Act 1986, Emergency Management Manual Victoria (EMMV), Country Fire Authority Act 1958 and Fire Rescue Victoria Act 1958 have been amended.

Responsibility for Municipal level Emergency Planning is transferred from councils to new multi-agency Municipal Emergency Management Planning Committees (MEMPCs).

Municipal Emergency Management Plans (MEMPs) will be required to cover Mitigation, Response and Recovery, and address the roles and responsibilities of agencies in relation to Emergency Management. Plans are also intended to be integrated and comprehensive.

Public Health and Wellbeing Act 2008

Council has incorporated its public health and wellbeing matters in the Council Plan for the first time in 2021. The plan meets all of the requirements of the *Public Health and Wellbeing Act 2008* (s26 and s27) which include:

- an examination of data about health status and health determinants in the local government area;
- goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing;
- specific measures to prevent family violence and respond to the needs of victims of family violence in the local community;
- providing for the involvement of the community in the development, implementation and evaluation of the public health and wellbeing plan;
- details on how Council will work in partnership with the Department of Health and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the plan; and
- having regard to the State Public Health and Wellbeing Plan and its priorities.

Gender Equality Act 2020

The Council Plan has been developed with consideration of the *Gender Equality Act 2020*. A Gender Impact Assessment has been conducted to ensure the strategic priorities of Council do not impose any barriers on participation in Council's activities, services or programs regarding gender.

Climate Change Act 2017

Greater Dandenong City Council is committed to addressing climate change and in 2020 declared a Climate Emergency. The Council Plan reflects the intentions of the *Climate Change Act 2017* by embedding zero net emission targets and highlighting the commitments made in the Climate Emergency Strategy and associated adaptation plans.

STRATEGIC OBJECTIVE 1

A socially connected, safe and healthy city

What will we do to achieve our objectives?

- Improve participation and access to sport and recreation activities to support active living
- Increase meaningful engagement and facilitate collaboration and partnerships to enhance the health, wellbeing and resilience of the Greater Dandenong community
- Provide support for older residents by building healthy, respectful and inclusive communities and removing barriers to participation
- Enhance the lives of children, young people and their families including a focus on the culturally and linguistically diverse and vulnerable
- Ensure Council's services and supports are inclusive of people with a disability and their carers
- Support the mental and physical health of children, young people and their families through preventative health initiatives and responsive interventions
- Support alliances and community initiatives to address gambling harm and promote sources of assistance
- Support the community and work with partner agencies to address and prevent family violence
- Deliver and support initiatives that raise community awareness of harmful alcohol, tobacco/vaping and other drugs use
- Enhance understanding of, and compliance with alcohol and tobacco regulations within the city
- Increase emergency, crisis, transitional housing accommodation and support to address the needs of persons who are homeless in the public domain
- Provide welcoming and active community precincts that enable residents and visitors to connect, participate and celebrate
- Work with key partners to increase and support community access to affordable, healthy and culturally appropriate services, especially for vulnerable groups
- Increase space activation and social inclusiveness to reduce crime and anti-social behaviour in the public realm

How will we measure our progress?

1. The number of actions commenced or completed in the Make Your Move Greater Dandenong Physical Activity Strategy 2020-30.
2. Number of community projects funded to support health and wellbeing
3. Implementation of the Community Safety Plan
4. Number of volunteering opportunities offered
5. Number of youth and family support contact hours provided
6. % of children fully vaccinated according to their age, through to 5 years old, according to the national immunisation register

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

STRATEGIC OBJECTIVE 2

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

What will we do to achieve our objectives?

- Deliver a range of festivals, events and programs across the city which celebrate the diversity of cultures within our community
- Promote a socially cohesive, respectful and harmonious community
- Advocate for and assist People Seeking Asylum and Refugees living in the community
- Advance the process of reconciliation and embed across policy, business and community structures
- Provide cultural facilities and infrastructure to meet the community's needs now and into the future
- Provide local and meaningful opportunities for creative and cultural participation, learning, enjoyment and expression
- Record, protect, and promote community understanding of local history and heritage
- Support community health and wellbeing through providing opportunities to connect and access programs and resources through welcoming library spaces, online and outreach services

How will we measure our progress?

1. Implementation of the Arts, Culture and Heritage Strategy
2. Number of arts and heritage exhibitions delivered
3. Completion of the Dandenong New Art gallery and progression of associated PEP redevelopment for creative use
4. Delivery of the Reconciliation Action Plan
5. Number of festivals, events and programs celebrating the diversity of cultures
6. Implementation of the Library Strategy

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

STRATEGIC OBJECTIVE 3

A city of accessible, vibrant centres and neighbourhoods

What will we do to achieve our objectives?

- Promote and strengthen Greater Dandenong as a tourist and food destination
- Improve access to quality infrastructure and spaces that enhance community participation, encourage visitors and deliver positive health outcomes for current and future generations
- Advocate for affordable quality housing and legislated change in the operation of rooming houses
- Ensure an appropriate mix of housing, industrial and commercial development across the city
- Create safe, inclusive and well-designed public spaces which encourage community participation
- Provide an accessible transport network which caters increasingly for growth and provides a range of options
- Provide quality community infrastructure to support the delivery of early years services to children and their families
- Reduce the occurrence of casualty accidents on roads throughout Greater Dandenong
- 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
- Encourage investment and infrastructure improvements through a collaborative approach to creating, enhancing and managing great people focused places

How will we measure our progress?

1. Increase in availability of affordable housing stock
2. Number of rough sleepers supported into long term housing outcomes
3. Completion of the Springvale Boulevard project
4. Number of transport infrastructure projects delivered and/or advocated for

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

STRATEGIC OBJECTIVE 4

A green city committed to a sustainable future

What will we do to achieve our objectives?

- Work in partnership with the State Government to minimise waste and maximise resource recovery
- Raise community awareness about the importance of tree canopy cover on private land
- Improve knowledge and promote participation in protecting biodiversity values within Greater Dandenong and protect and enhance the ecological value of the land
- Increase the quantity and quality of diverse and accessible open spaces across the city
- Promote a healthy, green and resilient urban forest that is well managed, protected and provides benefits to the community
- Work with key partners to increase the community's awareness of and preparation for the social, environmental and health impacts of climate change
- Become a resilient, net zero carbon emission city with an active community prepared for the challenges of changing climate
- Actively support community action to mitigate greenhouse gas emissions and build environmental resilience
- In partnership with State Government agencies, continue to protect the health of our community from industrial uses impacting our air and water quality

How will we measure our progress?

1. % of kerbside collection waste diverted from landfill
2. Number of trees planted in public spaces
3. Development and implementation of the Biodiversity Action Plan
4. Implementation of the Urban Forest Strategy
5. Installed Council Solar Panel Capacity
6. Compliance with Council's Sustainable Buildings Policy
7. Progress of Council operations to net zero emissions (%)
8. % of tree canopy coverage



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

STRATEGIC OBJECTIVE 5

A city that supports entrepreneurship, quality education and employment outcomes

What will we do to achieve our objectives?

- Support engagement in learning, skill development and employment pathways to improve social, economic and environmental outcomes
- Facilitate the active participation of young people in the community to enhance leadership and personal development opportunities
- Promote and support the strong manufacturing presence within the city to secure the economy and maintain future employment opportunities
- Deliver networks and activities that enhance the capability and competitiveness of the manufacturing sector locally and globally
- Deliver activities that support and strengthen the personal and professional development of women in business
- 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
- Deliver key events which provide an opportunity for business and education providers to support vulnerable and disadvantaged members of the community
- Work with partners to facilitate engaged local business and industry taking action to increase resilience and transition to a net zero carbon economy
- 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 GSEM region to provide for economic growth

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

How will we measure our progress?

1. Number of business networking activities and key events offered to the manufacturing sector
2. Number of leadership and personal development opportunities for young people
3. Number of Women in Business activities and key events offered
4. Number of events held which provide opportunities for business and education providers to support the community
5. Number of library activities and partnerships that support the community to participate in work, entrepreneurship, education, training, social and civic life
6. Number of engagement opportunities to enhance learning, reading and literacy, digital and technology skills at all life stages



STRATEGIC OBJECTIVE 6

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

What will we do to achieve our objectives?

- 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
- Develop long term plans to effectively manage Council's assets
- Provide meaningful engagement opportunities which capture the voices of all ages, genders and cultures within the city
- Ensure Council decisions contribute towards building a smarter, more digitally enabled future for our community and organisation
- Deliver Council's capital works program
- 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
- Maintain a safe and healthy workplace through a people centred, systematic approach to risk management
- Encourage an organisational culture of innovation and leadership
- Ensure compliance with the *Local Government Act 2020,* Councillor and Staff Codes of Conduct, Council policies and all legislation relevant to Council
- Manage Council's resources effectively and efficiently to ensure financial sustainability
- Ensure all Council's Emergency Management responsibilities and obligations are implemented as described in the Municipal Emergency Management Plan (MEMP)

How will we measure our progress?

1. Completion of asset plans in accordance with LGA requirements
2. Completion of Council's Capital Works Program
3. Satisfaction with community consultation (Community Satisfaction Survey)
4. Underlying financial result remains in surplus
5. % of decisions made in Council meetings closed to the public
6. Increase in number of registered users accessing the Council digital portal

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

Appendix: Supporting Strategies and Plans

Greater Dandenong City Council has a number of strategies and plans which outline specific activities, goals and actions which align with the Council Plan and our health and wellbeing priorities. The below documents are all accessible on our website www.greaterdandenong.vic.gov.au

Activity Centre Structure Plans

Annual Plan

Arts and Cultural Heritage Strategy

Aquatic Strategy

Asset Management Strategy

Biodiversity Action Plan

Budget

Children's Plan

Climate Emergency Strategy

Community Development Framework

Community Hubs Framework

Community Safety Plan

Cycling Strategy

Disability Action Plan

Domestic Animal Management Plan

Gender Equality Action Plan

Greater Dandenong Housing Strategy

Greater Dandenong Library Strategy

Greater Dandenong People Seeking Asylum and Refugees Action Plan

Greening Our City Urban Tree Strategy

Green Wedge Management Plan

Integrated Transport Plan

IT and Digital Strategy

Local Economic and Employment Development Strategy

Long Term Financial Plan

Make Your Move Physical Activity Strategy

Municipal Emergency Management Plan

Municipal Parking Strategy

Open Space Strategy

Park Master Plans

Placemaking Framework

Playground Strategy

Positive Ageing Strategy

Reconciliation Action Plan

Regional Food Strategy

Road Safety Strategy

Springvale Community Hub Strategic Plan

Sustainable Stormwater Strategy

Sustainability Strategy

Tourism Strategy

Urban Forest Strategy

Walking Strategy

Waste and Litter Strategy

Youth and Families Strategy