



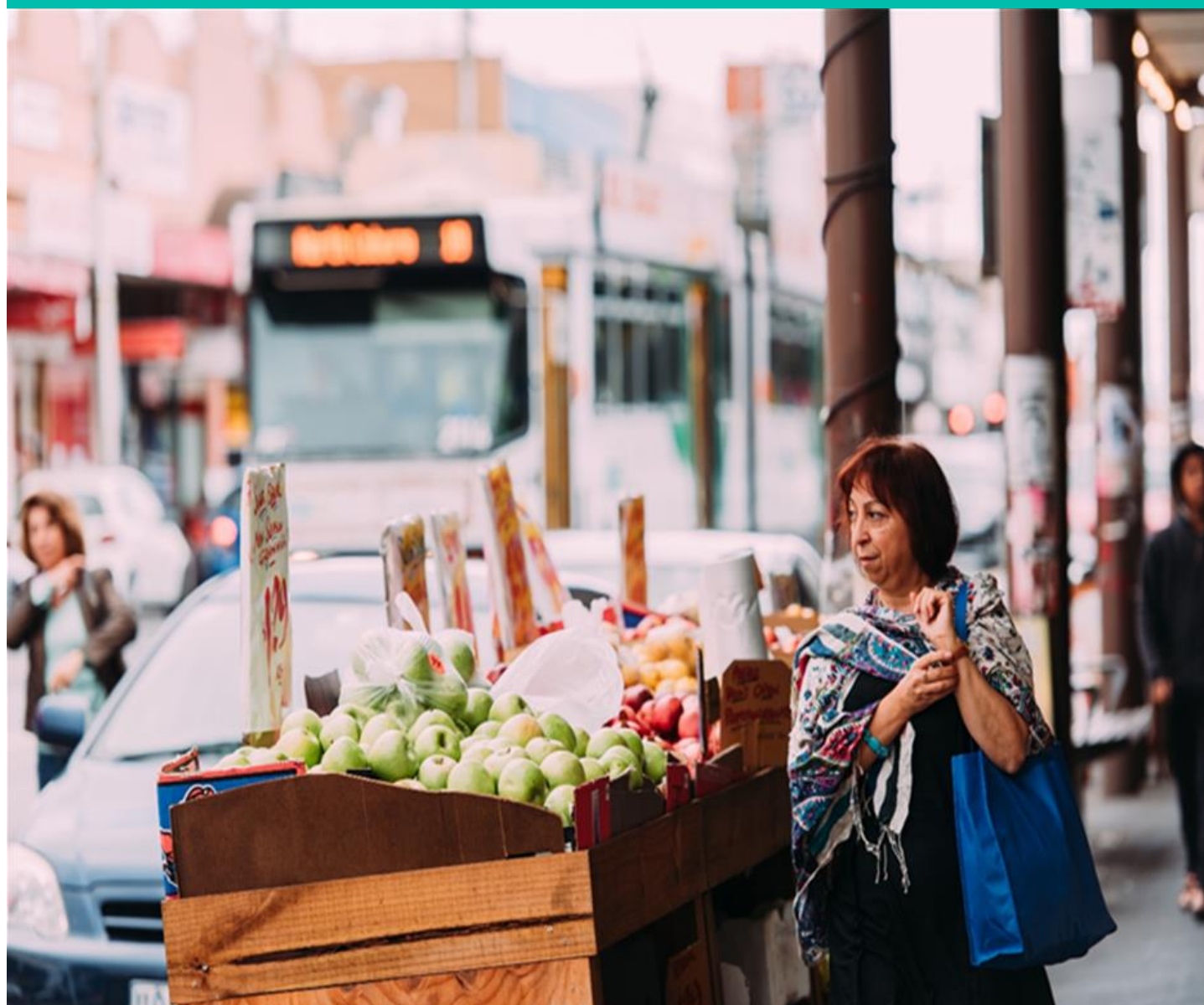
Moreland
City Council

Council Plan 2017-2020

Council Action Plan

Year 4 – 2020/2021

Consolidated version with Addendum integrated



The Council Plan

The Council Plan 2017-21 was adopted at the Council meeting on 24 July 2017, along with the Council Budget, Strategic Resource Plan and Council Action Plan for financial year 2017-18. The priorities set out in this plan are a combination of Councillor initiatives, engagement with the community and input from Council officers, and will be implemented along with a range of partners in the community.

Our overarching vision for 2021 is for our municipality to be a proudly diverse, connected, progressive and sustainable city in which to live, work and play.

2017-21 COUNCIL PLAN ON A PAGE



VISION	Moreland will be known for its proud diversity and for being a connected, progressive and sustainable city in which to live, work and play					
VALUES	Customers and Community First • Respect • Personal Accountability • Integrity • One Team					
Our role in creating change	Delivering services directly for our community	Partnering with businesses and community organisations	Advocating for Moreland's needs	Building the city for existing and future needs	Fostering community cohesion and active participation in civic life	Leading new ways of doing things
Strategic Objectives	1. Connected Community		2. Progressive City		3. Responsible Council	
Key Priorities	<ol style="list-style-type: none"> Achieve higher levels of social cohesion for our multicultural, established and newly arrived community, by fostering opportunities for shared learning and celebration Set a clear vision and strategy for aquatics, leisure and sporting facilities to meet ongoing community needs Determine the best way for Moreland to continue supporting our community throughout, and after Aged Care & NDIS reforms Enhance family and children's services to meet the needs of Moreland's growing population and increasing birth rate Better equip our young people for employment and provide opportunities to actively participate in civic life Help people feel safer in our neighbourhoods 		<ol style="list-style-type: none"> Enhance liveability, affordability and sustainability by guiding growth, and excellence in urban design and development Facilitate a demonstrable shift to more sustainable modes of transport that also targets a long-term reduction in car use Support the local economy and trading environments to enhance economic activity and promote local jobs Increase tree canopy cover, enhance existing open space and create at least two new parks, in areas with the lowest access to open space Move to a proactive approach to managing construction impacts resulting from population growth in our city Develop a clear and funded approach to achieve zero carbon emissions by 2040 Invest in the revitalisation of shopping and trading precincts Strengthen and invest in the significant creative sector in Moreland and enhance its standing as a destination for the arts Enhance the environmental outcomes of Council waste services and increase community awareness/participation in environmental initiatives to reduce waste to landfill 		<ol style="list-style-type: none"> Improve resident satisfaction to 90% with Council's performance in customer service Reach the top 25% of all Councils for improved community satisfaction with Council's engagement practices Maintain and match our infrastructure to community needs and population growth Provide transparent and effective governance of Council's operations Operate without seeking an exemption from the rate cap through efficient use of Council's skills and financial resources Enable Council's workforce to be mobile and accessible, supported by smart and efficient technologies 	

The Council Action Plan

Council receives a quarterly report to update on tracking against the deliverables in the 2020/21 Council Action Plan. Reports are published on Council's website - [CAP Quarterly Reports](#).

This report provides an update on progress against the Council Action Plan in the first quarter (July to September 2020) and includes assessment of impacts from the Covid-19 emergency. Council's ongoing quarterly reporting will be informed by the status of the emergency at that time.

Connected Communities

Council Action Plan 2020/21

CAP: 1	Key Priority: C1. Achieve higher levels of social cohesion for our multicultural, established and newly arrived community, by fostering opportunities for shared learning and celebration			
Deliverable: C1a) Social Cohesion Plan Development - Scope initiatives within the Human Rights Policy to improve social cohesion				
No:	Actions	Measures	Targets	Qtr X
1	Monitor and evaluate outcomes of the Social Cohesion Plan	Councillors have received a briefing to note the results	June 2021	4
Accountable: Arden Joseph		Budget: Base budget	Resourcing: Existing team resources	
Responsible: Bernadette Hetherington				
Department: Community Development				
Branch: Community Wellbeing				

CAP: 2	Key Priority: C1. Achieve higher levels of social cohesion for our multicultural, established and newly arrived community, by fostering opportunities for shared learning and celebration			
Deliverable: C1b) Food System Strategy - Delivering on The Moreland Food System Framework to achieve a just, sustainable and vibrant Food System for Moreland.				
No:	Actions	Measures	Targets	Qtr X
1	Undertake a Community Food Hub Feasibility Study in the north of Moreland	At completion of study, present at Councillor briefing	September 2020	1
Accountable: Arden Joseph		Budget: OPEX	Resourcing: Base	
Responsible: Bernadette Hetherington				
Department: Community Development				
Branch: Community Wellbeing				

CAP: 4	Key Priority: C1. Achieve higher levels of social cohesion for our multicultural, established and newly arrived community, by fostering opportunities for shared learning and celebration			
Deliverable: C1d) Library Services Strategy 2019/2023 - fostering community connectedness; lifelong learning, creativity and wellbeing				
No:	Actions	Measures	Targets	Qtr X
1	Pilot revised library opening hours	Trial implemented, with results reported to Council	June 2021	4
2	Develop a Draft Library Infrastructure Plan	Draft Library Infrastructure Plan has been reported to Council	June 2021	4

Connected Communities

Council Action Plan 2020/21

Accountable: Arden Joseph		Budget: Base budget	Resourcing: Existing team resources	
Responsible: Georgina Earl				
Department: Community Development				
Branch: Cultural Development				
CAP: 5	Key Priority: C2. Set a clear vision and strategy for aquatics, leisure and sporting facilities to meet ongoing community needs			
Deliverable: C2a) Aquatic and Leisure Strategy- identify infrastructure / asset condition / trends, current needs and future expectations				
No:	Actions	Measures	Actions	Qtr X
1	Complete the Coburg Leisure Centre's modifications for plant, changeroom facilities and the spa/sauna area	Stage 2 construction is completed	December 2020	2
Accountable: Arden Joseph		Budget: \$2M CAPEX for Planned Aquatics Infrastructure Program	Resourcing: Officer resource and specialist contractors	
Responsible: Bernadette Hetherington				
Department: Community Development				
Branch: Community Wellbeing				

CAP: 7	Key Priority: C2. Set a clear vision and strategy for aquatics, leisure and sporting facilities to meet ongoing community needs			
Deliverable: C2c) Municipal Public Health and Wellbeing Plan 2017-21: outlines our approach for healthy people and communities, including partnerships				
No:	Actions	Measures	Targets	Qtr X
1	Monitor implementation of Year 3 Action Plan	Year 3 actions progressed and included in a Council report	November 2020	2
Accountable: Arden Joseph		Budget: Base budget	Resourcing: Existing team resources	
Responsible: Bernadette Hetherington				
Department: Community Development				
Branch: Community Wellbeing				

Connected Communities

Council Action Plan 2020/21

CAP: 8	Key Priority: C2. Set a clear vision and strategy for aquatics, leisure and sporting facilities to meet ongoing community needs			
Deliverable: C2d) Upgrades and management of active sporting infrastructure, including pavilions and surfaces - develop a holistic approach to the management and upgrades of active sporting infrastructure in Moreland.				
No:	Actions	Measures	Targets	Qtr X
1	Construct new sports field lighting at Cole Reserve	Construction is completed	March 2021	3
2	Construct synthetic pitch at Hosken Reserve	Construction is completed	June 2021	4
3	Construct female friendly changerooms at Martin Reserve	Construction is completed	June 2021	4
4	Complete female friendly changerooms at Cole Reserve	Construction is completed	September 2021	4
Accountable: Arden Joseph		Budget: Cole \$300K*, Hosken \$1M*, Martin \$620K CAPEX <small>* Final budgets will depend on government grants</small>	Resourcing: Officer resources, specialist consultant support, contractors and government grants	
Responsible: Bernadette Hetherington				
Department: Community Development				
Branch: Community Wellbeing				

CAP: 10	Key Priority: C3. Determine the best way for Moreland to continue supporting our community throughout, and after Aged Care & NDIS reforms			
Deliverable: C3a) Responding to Aged Care Reforms				
No:	Actions	Measures	Targets	Qtr X
1	Complete community engagement to identify opportunities for service and program innovations.	Community engagement is completed	December 2020	2
2	Determine a support model for Council's role for older people to access services for healthy and engaged lives.	Recommendations have been made in a Council Report	April 2021	4
Accountable: Arden Joseph		Budget: based on action plans	Resourcing: Existing team resources	
Responsible: Ros Pruden				
Department: Community Development				
Branch: Aged and Community Support				

Connected Communities

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CAP: 11		Key Priority: C3. Determine the best way for Moreland to continue supporting our community throughout, and after Aged Care & NDIS reforms		
Deliverable: C3b) Living and Ageing Well in Moreland Strategy - Improved Health and Wellbeing outcomes for Seniors in Moreland				
No:	Actions	Measures	Targets	Qtr X
1	Living and Ageing Well in Moreland Framework: implement agreed Year 1 actions	Year 1 actions progressed and presented at a Council Meeting	December 2020	3
Accountable: Arden Joseph		Budget: Other funding opportunities sought as required.	Resourcing: Base	
Responsible: Ros Pruden				
Department: Community Development				
Branch: Aged and Community Support				

CAP: 12		Key Priority: C3. Determine the best way for Moreland to continue supporting our community throughout, and after Aged Care & NDIS reforms		
Deliverable: C3c) Disability: Responding to NDIS reforms				
No:	Actions	Measures	Targets	Qtr X
1	Post NDIS rollout: undertake Service review of client needs to determine future service delivery	Update to be provided at a Councillor briefing	December 2020	3
Accountable: Arden Joseph		Budget: OPEX	Resourcing: Base	
Responsible: Ros Pruden				
Department: Community Development				
Branch: Aged and Community Support				

CAP: 13		Key Priority: C4. Enhance family and children's services to meet the needs of Moreland's growing population and increasing birth rate.		
Deliverable: C4a) Moreland Early Years Strategy 2016-20 – improved health, wellbeing and education outcomes for all children in Moreland				
No:	Actions	Measures	Targets	Qtr X
1	Develop the Early Years Plan 2021-2025	A recommendation to adopt the Early Years Plan has been made in a Council Report	March 2021	3
2	Introduce Maternal and Child Health consultations on a 12-month trial on	Saturday sessions have begun	September 2020	1

Connected Communities

Council Action Plan 2020/21

	Saturday mornings at two Maternal and Child Health Centres.			
3	Develop proposal for redevelopment of Hadfield MCH and kindergarten.	Update to be presented at a Councillor briefing	June 2021	4
Accountable: Arden Joseph		Budget: \$31,595 OPEX	Resourcing: Existing team resources	
Responsible: Barry Hahn				
Department: Community Development				
Branch: Early Years & Youth				

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Council Action Plan 2020/21

CAP: 21		Key Priority: P1. Enhance liveability, affordability and sustainability by guiding growth, and excellence in urban design and development		
Deliverable: P1a) Virtual Moreland: Improve Council's decision-making process and put Moreland at the forefront of using virtual reality for planning and consultation				
No:	Actions	Measures	Targets	Qtr X
1	Update Council's 3D context model of Moreland and implement bi-annual updates for real world changes	A virtual or video visualisation showing major changes between mid-2018 and Dec 2020 has been rolled-out	June 2021	4
2	Actions to improve community and Council staff awareness of My Virtual Moreland applications and tools	An increase in users and feedback for VR tools, AR application, 3D GIS and viewer, with information on Council's website, has been achieved	June 2021	4
Accountable: Kirsten Coster		Budget: \$66K OPEX	Resourcing: Unit Manager Urban Design, Virtual Moreland Officer	
Responsible: Narelle Jennings (A)				
Department: City Futures				
Branch: City Strategy and Design				

CAP: 25		Key Priority: P1. Enhance liveability, affordability and sustainability by guiding growth, and excellence in urban design and development		
Deliverable: P1e) Affordable Housing Policy Implementation: Addressing affordability for Moreland				
No:	Actions	Measures	Targets	Qtr X
1	Review 2019/20 Action Plan and establish the 20/21 Action Plan	Recommendations have been made in a Council Report	February 2021	3
2	Report on Moreland Affordable Housing LTD (Housing Trust) outcomes of site feasibility assessment	Recommendations have been made in a Council Report	February 2021	3
Accountable: Kirsten Coster		Budget: \$211,807 OPEX	Resourcing: Unit Manager Strategy and Research, Principal Social and Affordable Housing Advisor	
Responsible: Narelle Jennings (A)				
Department: City Futures				
Branch: City Strategy and Design				

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CAP: 26		Key Priority: P1. Enhance liveability, affordability and sustainability by guiding growth, and excellence in urban design and development		
Deliverable: P1f) Design Excellence Process Improvement - Establish an Architectural design review panel to assess development applications for quality and excellence in design, build capacity of councillors to assess quality development, and consider development of a policy to fast track planning permit applications demonstrating design excellence.				
No:	Actions	Measures	Targets	Qtr X
1	Complete the scorecard's trial period, extended by Council resolution on 11 December 2019 (DCF93/19), up to the end of July 2021	The scorecard was used and assessed	August 2021	1 (2021/22)
Accountable: Kirsten Coster		Budget: Base budget	Resourcing: Existing team resources	
Responsible: Phil Priest				
Department: City Futures				
Branch: City Development				

CAP: 28		Key Priority: P1. Enhance liveability, affordability and sustainability by guiding growth, and excellence in urban design and development		
Deliverable: P1h) Excellence in ESD outcomes - Seek an extension to the Environmentally Sustainable Development Local Planning Policy, Clause 22.08				
No:	Actions	Measures	Targets	Qtr X
1	Prepare draft new local ESD policy for the Moreland Planning Scheme	Report to Council recommending approval to seek authorisation of a planning scheme amendment from the Minister for Planning	June 2021	4
Accountable: Kirsten Coster		Budget: \$200K OPEX	Resourcing: Unit Manager Strategic Planning, Senior Strategic Planner	
Responsible: Narelle Jennings (A)				
Department: City Futures				
Branch: City Strategy and Design				

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CAP: 29	Key Priority: P1. Enhance liveability, affordability and sustainability by guiding growth, and excellence in urban design and development			
Deliverable: P1i) Residential Zones - Review the 2017 Reformed Residential Zones to understand their impacts on residential development outcome and scope any necessary changes to the Planning Scheme to improve built form outcomes within the Residential Zones. Incorporate findings of the Medium Density Housing Review into recommended actions.				
No:	Actions	Measures	Targets	Qtr X
1	Include landscaping requirements for residential canopy trees in the Moreland Planning Scheme	A report to Council has been achieved, to consider recommendations of an independent planning panel	July 2020	1
Accountable: Kirsten Coster		Budget: Strategic Planning Unit OPEX	Resourcing: Unit Manager Strategic Planning, Senior Strategic Planner	
Responsible: Narelle Jennings (A)				
Department: City Futures				
Branch: City Strategy and Design				

CAP: 33	Key Priority: P1. Enhance liveability, affordability and sustainability by guiding growth, and excellence in urban design and development			
Deliverable: P1m) Water Map: implement initiatives which support a water sensitive city and improve water quality and efficiency outcomes.				
No:	Actions	Measures	Targets	Qtr X
1	Complete the Integrated Water Management Strategy and start doing year one actions	A report to Council has been achieved, to consider adopting the final action plan	December 2020	2
Accountable: Kirsten Coster		Budget: Base budget and WSUD \$150K CAPEX	Resourcing: Unit Manager Sustainable Built Environment, Integrated Water Management Lead	
Responsible: Olivia Wright				
Department: City Futures				
Branch: City Change				

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CAP: 34		Key Priority: P1. Enhance liveability, affordability and sustainability by guiding growth, and excellence in urban design and development		
Deliverable: P1n) Protect Moreland's Heritage - via implementation of the Heritage Action Plan				
No:	Actions	Measures	Targets	Qtr X
1	Complete the heritage assessment of places nominated in November 2016 public process	i) A report to Council has been achieved, to recommend submitting a planning scheme amendment to the Minister for Planning for authorisation to begin the amendment process.	August 2020	1
		ii) A report to Council has been achieved, to recommend endorsing the heritage study and implementing for the Moreland Planning Scheme	June 2021	4
Accountable: Kirsten Coster		Budget: Strategic Planning Unit OPEX	Resourcing: Unit Manager Strategic Planning, Senior Strategic Planner	
Responsible: Narelle Jennings (A)				
Department: City Futures				
Branch: City Strategy and Design				

CAP: 37		Key Priority: P1. Enhance liveability, affordability and sustainability by guiding growth, and excellence in urban design and development		
Deliverable: P1q) Urban Heat Island Action Plan				
No:	Actions	Measures	Targets	Qtr X
1	Coordinate implementation of the Urban Heat Island Effect Action Plan. This includes Water Sensitive Urban Design, stormwater harvesting and tree planting initiatives	The end-of-year Governance report to Council has included the achievements to mitigate the Urban Heat Island Effect	June 2021	4
Accountable: Kirsten Coster		Budget: Base budget and CAPEX Also refer to P1m) and P4d)	Resourcing: Unit Manager Sustainable Built Environment, Team Leader Environmentally Sustainable Development	
Responsible: Olivia Wright				
Department: City Futures				
Branch: City Change				

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CAP: 38		Key Priority: P2. Facilitate a demonstrable shift to more sustainable modes of transport that also targets a long-term reduction in car use.		
Deliverable: P2a) Review of the Moreland Integrated Transport Strategy (MITS), with specific focus on achievement of this outcome to drive later year's action to enable mode shift and reduction in traffic congestion				
No:	Actions	Measures	Targets	Qtr X
1	Implement the Strategy's Year 2 actions	(i) Two permanent road closures were completed	June 2021	4
		(ii) Advocacy and seeking approval for 30km/h speed limit trials to begin in two areas has continued	June 2021	4
		(iii) Subject to the end of the Covid-19 State of Emergency, parking restrictions in the Brunswick and Coburg Activity Centres and remaining Neighbourhood Activity Centres have begun	June 2021	4
		(iv) The pilot sustainable travel behaviour change initiative for targeted school(s) has begun	June 2021	4
		(v) Project preparation to enable future roll out of the first project to reallocate road space and car parks for sustainable transport improvements, has been completed	June 2021	4
Accountable: Kirsten Coster		Budget: \$183,800 OPEX and \$250K CAPEX	Resourcing: Integrated Transport Implementation Lead, Unit Manager Transport, Unit Manager Sustainable Communities	
Responsible: Olivia Wright				
Department: City Futures				
Branch: City Change				

CAP: 41		Key Priority: P1. Enhance liveability, affordability and sustainability by guiding growth, and excellence in urban design and development		
Deliverable: P1) Continue to advocate for level crossing removal in Moreland - Work with the Level Crossing Removal Authority (LXRP) to maximise community benefit from crossing removals in Moreland.				
No:	Actions	Measures	Targets	Qtr X
1	Advocate for Victorian Government transport projects to: (i) Maximise community benefit from the Bell to Moreland and Glenroy Railway Station Precinct level crossing removals	Council's endorsed advocacy position has been communicated by appropriate channels (including regular meetings and correspondence) to the community, LXRP,	Ongoing	4

Council Action Plan 2020/21

	(ii) Include additional crossing removals for the Upfield line	Alliance and Minister for Transport		
Accountable: Joseph Tabacco		Budget: \$400K OPEX, including \$140K LXP income	Resourcing: 3.0 FTE from CAP item's OPEX budget	
Responsible: Giovanna Savini				
Department: Engagement and Partnerships				
Branch: Places				

CAP: 43	Key Priority: P3. Support the local economy and trading environments to enhance economic activity and promote local jobs			
Deliverable: P3a) Economic Development Strategy 2016-21 - Facilitate the growth and diversity of local jobs				
No:	Actions	Measures	Targets	Qtr X
1	Implement the Economic Development Strategy 2016-21 with a focus on business growth, job creation and partnership activities	(i) Continued to develop the Brunswick Design District partnership with RMIT and Creative Victoria. Delivered action, engagement and programs to facilitate investment for civic, cultural and economic outcomes	June 2021	4
		(ii) Continued to implement Business Approvals Moreland. Advocated cross-council participation to improve the customer experience in the development approval process	June 2021	4
		(iii) Implemented the vacant retail spaces <i>MORESpaces</i> program for the promotion of start-ups in Coburg	July 2020	1
		(iv) Facilitated activation improvements for neighbourhood shopping strips at Gaffney Street in Pascoe Vale and for a second location	June 2021	4
		(v) Facilitated a new lease and operator at 420 Victoria Street Brunswick. This will transform the site into a vibrant, attractive environment for the start-up, co-working and maker community for	June 2021	4

Council Action Plan 2020/21

		various on-site activities and programs		
Accountable: Joseph Tabacco		Budget: Base budget	Resourcing: Existing team resources	
Responsible: Maria-Luisa Nardella				
Department: Engagement & Partnerships				
Branch: Economic Development				

CAP: 44	Key Priority: P3. Support the local economy and trading environments to enhance economic activity and promote local jobs			
Deliverable: P3b) The Coburg Initiative (TCI): major urban regeneration project for the Coburg Activity Centre; with Progress delivery of: TCI Development Cluster 1 – Coburg Square				
No:	Actions	Measures	Targets	Qtr X
1	Continue to identify and progress redevelopment opportunities, within TCI's boundary and progress redevelopment of the Coburg Square site	Progress has been reported at Councillor briefings at key milestones and a Council endorsed position has been achieved to progress the Coburg Square redevelopment for the milestones	June 2021	4
Accountable: Joseph Tabacco		Budget: \$330K OPEX	Resourcing: 1.4 FTE made up of 1.0 Senior Officer (OPEX) and 0.4 Project Support (Base budget)	
Responsible: Giovanna Savini				
Department: Engagement and Partnerships				
Branch: Places				

CAP: 47	Key Priority: P4. Increase tree canopy cover, enhance existing open space and create at least two new parks in areas with the lowest access to open space			
Deliverable: P4a) More Open spaces and parks in Moreland - establish a framework or open space fund allocation and then undertake land purchase and conversion to Open Space.				
No:	Actions	Measures	Targets	Qtr X
1	Complete conversion for two new parks	Garrong Park and Bulleke-bek Parks are open to the public	October 2020	2
Accountable: Grant Thorne		Budget: \$785,779 CAPEX	Resourcing: Base and external contractors	
Responsible: Andrew Dodd				
Department: City Infrastructure				

Council Action Plan 2020/21

Branch: Property / Capital Works Planning & Delivery / Open Space		Part of the Park Close to Home program		
CAP: 49	Key Priority: P4. Increase tree canopy cover, enhance existing open space and create at least two new parks in areas with the lowest access to open space			
Deliverable: P4c) Urban Forest Strategy: will guide the strategic direction of the management of Moreland's urban forest, aiming to create a municipality where healthy trees and vegetation are a core part of the urban environment				
No:	Actions	Measures	Targets	Qtr X
1	Complete the tree assessment study for trees on private land.	Council report to endorse the final tree study and seek further direction has been achieved	August 2020	1
Accountable: Kirsten Coster		Budget: Strategic Planning Unit OPEX budget	Resourcing: Senior Strategic Planner, Unit Manager Strategic Planning	
Responsible: Narelle Jennings (A)				
Department: City Futures / City Infrastructure				
Branch: City Strategy & Design / Open Space and Street Cleansing				

CAP: 52	Key Priority: P6. Develop a clear and funded approach to achieve zero carbon emissions by 2040			
Deliverable: P6a) Zero Carbon Evolution (ZCE) Strategy – Reset of actions currently behind delivery, and development of future ZCE (2020 – 2040). P6b) ZCE implementation via Moreland Energy Foundation Limited (MEFL) action implementation for generating local renewable energy, using energy efficiency, and activating the community				
No:	Actions	Measures	Targets	Qtr X
1	Progress actions for the Zero Carbon Moreland (ZCM) Climate Emergency Action Plan.	(i) Achievements for community engagement, mobilisation and campaigning initiatives are listed and included in the ZCM annual report to Council	June 2021	4
		(ii) Achievements for engaging with Council staff to integrate climate emergency response into priority strategies, projects and services are listed and included in the ZCM annual report to Council	June 2021	4

Council Action Plan 2020/21

		(iii) Achievements for initiatives supporting community transition towards efficient and 100% renewably powered energy are listed and included in the ZCM annual report to Council	June 2021	4
2	Complete capital initiatives to reduce Green House Gas (GHG) emissions from Council operations and leased facilities, arising from fossil fuel use (gas, petrol, diesel)	A report to Council on completed initiatives to reduce residual GHG emissions (prior to offsets) has been delivered. The report references: <ul style="list-style-type: none"> • small facilities efficiency improvements • progressing aquatic centre transition from fossil gas • expanding Councils' electric vehicle charging network • progressing opportunities for zero emissions Council fleet • public and street lighting upgrades • investigating viability of leased facilities participating in the Melbourne Renewable Energy Project 	June 2021	4
Accountable: Kirsten Coster		Budget: ~\$1M OPEX and \$250K CAPEX	Resourcing: ZCM Implementation Lead, ZCM Mobilisation & Campaigns Officer, Climate Emergency Integration Officer, Climate Change Technical Officer	
Responsible: Olivia Wright				
Department: City Futures				
Branch: City Change				

CAP: 53	Key Priority: P7. Invest in the revitalisation of shopping and trading precincts			
Deliverable: P7a)				
i) Shopping Strip Renewal Program – Improve the quality of our Neighbourhood Activity Centres ii) Accelerate Shopping Strip Renewal program by designing and constructing 2 additional centres				
No:	Actions	Measures	Targets	Qtr X
1	Construct the Gaffney Village project	Construction is completed	October 2020	2
2	Progress the Melville/Moreland project	The public tender for construction has started	June 2021	4
Accountable: Kirsten Coster		Budget: \$200K	Resourcing: Unit Manager Urban Design. Senior Urban Designers	
Responsible: Narelle Jennings (A)				
Department: City Futures				
Branch: City Strategy and Design				

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CAP: 54		Key Priority: P7. Invest in the revitalisation of shopping and trading precincts		
Deliverable: P7b) Implement Coburg Streetscape Masterplan - Deliver streetscape upgrade projects within Coburg Activity Centre				
No:	Actions	Measures	Targets	Qtr X
1	Construct the Russell Street streetscape upgrades	Construction is completed	December 2020	2
2	Commence scoping of another location for next streetscape upgrade within the centre and complete concept design	Complete concept design	June 2021	4
Accountable: Kirsten Coster		Budget: \$858K CAPEX	Resourcing: Unit Manager Urban Design, Urban Designer	
Responsible: Narelle Jennings (A)				
Department: City Futures				
Branch: City Strategy and Design				

CAP: 56		Key Priority: P7. Invest in the revitalisation of shopping and trading precincts		
Deliverable: P7d) Implement Brunswick Structure plan - Deliver streetscape upgrade projects within Brunswick Activity Centre				
No:	Actions	Measures	Targets	Qtr X
1	Construct the Pitt / Lygon Street streetscape project	Construction is progressed	April 2021	4
2	Complete concept design for the Wilson Avenue Project	The concept design is completed	June 2021	4
Accountable: Kirsten Coster		Budget: Pitt / Lygon Street \$265K CAPEX, Wilson Avenue \$85K CAPEX Total budget will be over two years	Resourcing: Unit Manager Urban Design, Senior Urban Designers	
Responsible: Narelle Jennings (A)				
Department: City Futures				
Branch: City Strategy and Design				

Council Action Plan 2020/21

CAP: 58 Key Priority: P.8 Strengthen and invest in the significant creative sector in Moreland and enhance its standing as a destination for the arts				
Deliverable: P8b) Create a hub for the Arts and invest in the Arts industries				
No:	Actions	Measures	Targets	Qtr X
1	Partner with the LXRP to deliver public art along the Bell to Moreland rail corridor	The Public Art Plan has been implemented, subject to LXRP approval and timeline	March 2021	3
Accountable: Arden Joseph		Budget: Subject to LXRP budget	Resourcing: Base budget	
Responsible: Georgina Earl				
Department: Community Development				
Branch: Cultural Development				

CAP: 59 Key Priority: P9. Enhance the environmental outcomes of Council waste services and increase the communities' awareness/participation in environmental initiatives to reduce waste to landfill.				
Deliverable: P9a) Trial, education and implementation of initiatives to actively reduce waste to landfill				
No:	Actions	Measures	Targets	Qtr X
1	Progress actions for the Waste and Litter Strategy Action Plan and to reduce reliance on single use plastics	(i) Community take-up of service options and behaviours to minimise food waste to landfill has occurred	June 2021	4
		(ii) The Bin Inspection Program (BIP), including more focus on hotspots to reduce contamination of recycling and organics bins and resource loss to landfill, has been refined	Dec 2020	2
		(iii) Progress initiatives to foster plastic wise behaviour in Council 'halls for hire' and sporting clubhouses.	June 2021	4
		(iv) Implement a Proudly Plastic Wise campaign to encourage businesses (especially cafes and takeaways) to avoid single-use plastics.	June 2021	4

Council Action Plan 2020/21

2	Engage with the community, stakeholders and the Victorian Government to develop a new Waste Services and Charges Policy	A Council report has given the draft Policy and recommended endorsement for public exhibition	June 2021	4	
Accountable: Kirsten Coster		Budget: Base budget \$735K OPEX Final budget informed by Waste Charge		Resourcing: Unit Managers for Waste and Sustainable Communities, Towards Zero Waste and Food Waste Program Officers, Community Wellbeing	
Responsible: Olivia Wright					
Department: City Futures					
Branch: City Change					



Responsible Council

Council Action Plan 2020/21

CAP: 61		Key Priority: R1. Improve resident satisfaction to 90% with Council's performance in customer service		
Deliverable: R1a) Customer Service strategy - Improve resident satisfaction to 90% with Council's performance in customer service - various deliverables				
No:	Actions	Measures	Targets	Qtr X
1	Actions to improve our customer's experience and our standard of communication with customers	(i) Process mapped and areas for improvement have been reengineered	May 2021	4
		(ii) Customer service standards (including charter) and accountability framework has been developed and adopted	December 2020	2
		(iii) Council's website design has been improved to be task orientated for more effective customer service	June 2021	4
2	Apply complaints data to review high complaint areas and drive targeted improvements	A system to share complaint data within the organisation has been implemented	May 2021	4
Accountable: Joseph Tabacco		Budget: Base budget and \$130K OPEX	Resourcing: Implementation will involve Council services	
Responsible: Jessamy Nicolas				
Department: Engagement & Partnerships				
Branch: Community Engagement				

CAP: 62		Key Priority: R1. Improve resident satisfaction to 90% with Council's performance in customer service		
Deliverable: R1b) Continuous Improvement in service delivery - To improve overall service delivery by streamlining processes and improving the customer service experience				
No:	Actions	Measures	Targets	Qtr X
1	Complete improvement initiatives in the FY21 agreed work program.	95% of projects in the agreed work program have been completed	June 2021	4
Accountable: Sue Vujcevic		Budget: Base Budget	Resourcing: Implementation will involve many services in Council, supported by the Continuous Improvement Lead	
Responsible: Trisha Love				
Department: Business Transformation				
Branch: Organisational Performance				

Responsible Council

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CAP: 63		Key Priority: R2. Reach the top 25% of all Councils for improved community satisfaction with Council's engagement practices		
Deliverable: R2a) Improved Community Engagement - Fundamental rethink and potential reorganisation				
No:	Actions	Measures	Targets	Qtr X
1	Refresh the Community Engagement Policy to meet new Local Government Act requirements	A Community Engagement Policy, established through deliberative engagement, has been adopted by Council	March 2021	3
2	Implement the final year of the community engagement implementation plan's deliverables	Final year framework actions have been delivered	June 2021	4
Accountable: Joseph Tabacco		Budget: \$24.5K OPEX Subject to 2020/21 mid-year review	Resourcing: 1.8 FTE	
Responsible: Jessamy Nicolas				
Department: Engagement & Partnerships				
Branch: Community Engagement				

CAP: 65		Key Priority: R3. Maintain and match our infrastructure to community needs and population growth		
Deliverable: R3b) Saxon Street Hub: implement Strategic Plan to guide future use and development of the Hub.				
No:	Actions	Measures	Targets	Qtr X
1	Progress the strategic redevelopment plan for the site and, depending on the resolved redevelopment plan, seek external funding opportunities as appropriate	Progress at key project milestones has been reported at Councillor briefings and Council endorsement to progress site redevelopment has been achieved	June 2021	4
Accountable: Joseph Tabacco		Budget: \$235K	Resourcing: 0.9 FTE, comprised of 0.4 Project Support (OPEX) and 0.5 Senior Officer (base budget)	
Responsible: Giovanna Savini				
Department: Engagement and Partnerships				
Branch: Places				

Responsible Council

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CAP: 67		Key Priority: R3. Maintain and match our infrastructure to community needs and population growth		
Deliverable: R3d) Fleming Park - Rejuvenate Fleming Park to meet the needs of the current and future community.				
No:	Actions	Measures	Targets	Qtr X
1	Implementing works to deliver the reimagining of the Grand Stand and minor works	Completion of construction works	November 2020	2
Accountable: Grant Thorne		Budget: CAPEX	Resourcing: Officer resources / Specialist Contractor Support	
Responsible: Greg Gale				
Department: City Infrastructure				
Branch: Capital Works Planning and design				

CAP: 70		Key Priority: R4. Provide transparent and effective governance of Council's operations		
Deliverable: R4a) Review of the Local Government Act - Opportunity to input into State Government review				
No:	Actions	Measures	Targets	Qtr X
1	Implement changes arising from the new Local Government Act (LGA)	Support to the organisation has enabled relevant sections of the new LGA to be implemented for required timeframes	As per required dates for key deliverables in the new LGA, and subject to the Victorian Government's final timing	4
Accountable: Sue Vujcevic		Budget: Base budget	Resourcing: Existing team resources	
Responsible: Jodie Watson				
Department: Business Transformation				
Branch: Corporate Governance				

Responsible Council

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CAP: 72		Key Priority: R4. Provide transparent and effective governance of Council's operations		
Deliverable: R4c) Define Environmental Management System (EMS) scope including environmental policy, environmental impacts and aspects register.				
No:	Actions	Measures	Targets	Qtr X
1	Complete development of the EMS	The EMS is established and is being implemented	January 2021	3
Accountable: Sue Vujcevic		Budget: \$55K OPEX	Resourcing: 0.5 FTE Quality Assurance Officer for EMS	
Responsible: Jodie Watson				
Department: Business Transformation				
Branch: Corporate Governance				

CAP: 74		Key Priority: R5. Operate without seeking an exemption from the rate cap through efficient use of Council's skills and financial resources		
Deliverable: R5b) Continuous Improvement in service delivery - To improve overall service delivery by streamlining processes and improving the customer service experience				
No:	Actions	Measures	Targets	Qtr X
1	Implement program for roll out of process mapping software	At least three work areas have undergone process review and defined processes, using the process mapping software	June 2021	4
Accountable: Sue Vujcevic		Budget: \$50K OPEX	Resourcing: Implementation will involve many services in Council, supported by the Process Mapping Lead.	
Responsible: Trisha Love				
Department: Business Transformation				
Branch: Organisational Performance				

Responsible Council

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CAP: 76		Key Priority: R6. Enable Council's workforce to be mobile and accessible, supported by smart and efficient technologies		
Deliverable: R6a) IT Strategy - Set direction for IT resources allocation over 3 years and how this will add value to Moreland. Outcome will be more efficient use of time and money while addressing need for business intelligence and sustainable integration				
No:	Actions	Measures	Targets	Qtr X
1	Implement the IT Strategy to transform the customer experience and agility of our workforce	(i) Improved staff mobility has been achieved with allocation of devices	June 21	4
		(ii) Council's phone platform has been updated to improve the customer service	June 21	4
2	Integrate Smart Cities sensor data into business-as-usual operations, allowing staff to respond to business requirements in a more timely and efficient manner.	Integrations with existing applications have been identified, tested and implemented	June 21	4
Accountable: Sue Vujcevic		Budget: 1(i) CAPEX 1(ii) Base budget 1(iii) CAPEX 2) Base budget	Resourcing: Existing team resources	
Responsible: Robert Raiskums (A)				
Department: Business Transformation				
Branch: Information Technology				

CAP: 77		Key Priority: Provide Covid-19 relief and recovery for the local community and economy		
Deliverable: Covid-19 relief and recovery – To support the local community, economy and provide employment				
No:	Actions	Measures	Targets	Qtr X
1	Formulate and progress a comprehensive community relief recovery package in response to Covid-19 pandemic.	Delivery of a new traineeship program, delivery of an Artist in Residence program, support for improved food security, support for mental health support for young people, support for anti-racism measures and additional community grants	June 2021	4
2	Formulate and progress comprehensive economic relief and recovery package in response to Covid-19 pandemic	Delivery of specialist hotline, buy-local campaign, business grants program, enhanced digital tools and shopfront improvement program	June 2021	4

Responsible Council

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3	Deliver the State funded Working for Victoria (W4V) initiative that provides temporary employment opportunities for individuals impacted by the Covid-19 pandemic	310 full-time equivalent jobs offered over a six-month duration	March 2021	3
Accountable: Arden Joseph & Joseph Tabacco		Budget: Base budget	Resourcing: Existing team resources	
Responsible: Various				
Department: Community Development, Engagement & Partnerships				
Branch: Various				

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