



# Moreland City Council

# Council Action Plan 2021-2022



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## ACKNOWLEDGEMENT OF COUNTRY

Moreland City Council acknowledges the Wurundjeri Woi Wurrung people as the Traditional Custodians of the lands and waterways in the area now known as Moreland. We pay respect to their Elders past, present, and emerging, as well as to all First Nations communities who significantly contribute to the life of the area.

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## About this Council Action Plan

The Council Action Plan 2021-2022 supports implementation of the Council Plan 2021-2025 for the first financial year of the 4-year period. It includes the specific actions to be taken during the first financial year in the implementation of the Council Plan 2021-2025. All actions documented in the Council Action Plan 2021-2022 are resourced through the 2021-22 annual budget (included in the 2021-2025 Budget).

An annual Council action plan will be developed each year to identify priority actions for delivering the Strategic Objectives, Strategies and Major Initiatives contained in the Council Plan 2021-2025.

For years two, three and four, annual action planning and budget review will be carried out through an integrated process. Actions will be cascaded into service unit plans and individual work plans.

The Council Plan 2021-25 is set out under the following 5 themes:

- An environmentally proactive Moreland
- Moving and living safely in Moreland
- A healthy and caring Moreland
- Vibrant spaces and places in Moreland
- An empowered and collaborative Moreland.

The Council Plan outlines 5 strategic objectives, one under each theme, which together represent the strategic direction of Council over the next four years for the implementation of the Community Vision.

The 5 strategic objectives are:

1. To strive for maximum protection of people's health, plants and animals through leading an urgent response to the climate emergency and a regeneration of our natural environment.
2. To contribute to the health, safety, and security of everyone living in our diverse community and to increase safe, accessible, physically active and enjoyable ways to get around Moreland, especially via walking, cycling and public transport.
3. To support Moreland to become a more inclusive, connected, healthy and caring community through providing equitable access to community facilities and services, facilitating local partnerships and programs, mitigating the effects of climate change and supporting the community to adapt and build climate resilience.
4. To create welcoming, unique spaces and places across Moreland that attract and connect everyone, improving access to community facilities and affordable housing and encouraging vibrant artistic, social and economic activity.
5. To build community trust through encouraging participation, evidence-based decision making, stewardship of resources and being accessible and responsive.

In achieving each strategic objective, the Council Plan 2021-2025 sets out:

- Strategies: 47 primary methods through which the objectives will be achieved over the next four years;
- Major Initiatives and Priorities: 49 critical pieces of work underpinning delivery of the Council Plan;
- Strategic Indicators: Measures to monitor progress against the objectives; and
- Related Strategies and Plans: Other strategic planning documents that will support delivery of the Council Plan.

For the first time at Moreland, we have included the Municipal Public Health and Wellbeing Plan (MPHWP) in the Council Plan. The Public Health and Wellbeing Act 2008 (PHWA) requires local government to develop a MPHWP every 4 years, based on an analysis of health and wellbeing in the municipality. Throughout the Council Action Plan 2021-2022, we have used 🍏 to signify actions that deliver against those health and wellbeing priorities identified in the Council Plan.

To demonstrate strategic integration of our climate response as required under the Climate Change Act 2017, throughout this plan we have used 🌐 to signify climate change related priorities.

## Theme 1: An environmentally proactive Moreland

Actions	Primary Strategy	Major Initiative	Lead Directorate
1) Implement Year 2 of the Zero Carbon Moreland Climate Emergency Action Plan including developing interim and more ambitious targets, encouraging electric vehicle use, delivering low income household solar/thermal grants and reducing Council emissions especially through gas removal 🍏🌐	1.1	1	City Futures
2) Deliver Integrated Behaviour Change Program including the Ride and Stride pilot program with participating primary schools 🍏🌐	1.1	1	City Futures
3) Urban forest strategy – tree planting regime 🍏🌐	1.2	4	City Infrastructure
4) Identify ways to support the community to preserve and plant new trees on private land (may include giving trees away) 🍏🌐	1.2	N/A	City Infrastructure
5) Advocacy regarding canopy trees in state-controlled transport and other land 🍏🌐	1.2	N/A	City Infrastructure
6) Account for Urban Forest Strategy in Open Space Strategy frameworks, design and prioritisation 🍏🌐	1.3	3	City Infrastructure
7) Review the Moreland Open Space Strategy to enable clarity in the reasons for open space and how decisions are made about its creation, preservation and use 🍏🌐	1.3	3	City Infrastructure
8) Implement the 2021-22 funded actions in the Nature Plan 🍏🌐	1.3	3	City Infrastructure
9) Design of the Dunstan Reserve Storm Water Harvesting System 🍏🌐	1.5	5	City Futures
10) Develop catchment scale place-based plans for delivery of IWM outcomes 🍏🌐	1.5	5	City Futures
11) Implement of Yarra and Maribyrnong CSIWM plans and achieving 2030 targets 🍏🌐	1.5	5	City Futures
12) Design stormwater harvesting system and green infrastructure at Brunswick Parklands 🍏🌐	1.5	5	City Futures
13) Account for IWM Action Plan in Open Space Strategy frameworks, design and prioritisation 🍏🌐	1.5	5	City Infrastructure
14) Continue implementing Zero Waste (and plastic wise) Community and Council (Festivals, events, facilities) initiatives 🌐	1.6	2	City Futures
15) Finalise Kerbside Waste Service and Charge Policy and plan the communications and education to support roll-out of the reformed service 🌐	1.6	2	City Futures
16) Development of the Collective Impact Shared measurement framework for a Northern Food Hub 🍏🌐	1.8	6	Community Development
17) Establish Food Leadership Action Group 🍏🌐	1.8	6	Community Development

## Theme 2: Moving and living safely in Moreland

Actions	Primary Strategy	Major Initiative	Lead Directorate
18) Review and update the Integrated Transport Strategy in consultation with the community 🍏🌐	N/A	8	City Futures
19) Undertake community engagement and seek adoption of a revised parking management policy	N/A	N/A	City Futures
20) Investigate car free days around schools throughout the municipality, that includes seeking feedback from school communities, local residents and key stakeholders to inform next steps 🍏🌐	2.5	N/A	City Futures
21) Advocate for improved personal safety and increased amenity at and around Jacana Station 🍏🌐	2.3	12	City Futures
22) Investigate and implement measures to encourage reduced speed and improve pedestrian safety, with a special attention to accessibility 🍏🌐	2.7	N/A	City Futures
23) Implement and finalise Covid-19 Safe Movement Pedestrian and Bicycle Transport Program 🍏🌐	2.1	9	City Futures
24) Evaluate shared zone trials and physically separated lane trials 🍏🌐	2.2	N/A	City Futures
25) Complete a feasibility study on more active transport east to west of Moreland, including bike routes 🍏🌐	2.2	N/A	City Futures
26) Design, approval and construction of new shared paths along the Craigieburn Rail Corridor 🍏🌐	2.1	11	City Futures
27) Advocate for duplication of the Upfield line north of Gowrie Station 🍏🌐	2.3	12	Engagement & Partnerships
28) Advocate for the creation of an East/West bus link and improved bus services in the North, including advocating for bus services to be scheduled to operate at night and on weekends 🍏🌐	2.3	12	Engagement & Partnerships
29) Advocate for improvement to tram 19 travel times, extension to tram route 58, beyond Bell Street and accessible tram stops 🍏🌐	2.3	12	Engagement & Partnerships

## Theme 3: A healthy and caring Moreland

Actions	Primary Strategy	Major Initiative	Lead Directorate
30) Complete hub building project, official launch at Glenroy Festival and transition Council services and tenants into the new space 🍏	3.1	13	Community Development
31) Start the statutory process to invite feedback from the community on the transfer of land for the purposes of a new health and community services precinct within Coburg 🍏	3.1	14	Engagement & Partnerships
32) Negotiate contract terms for the transfer of land for the purposes of a new health and community services precinct within Coburg 🍏	3.1	14	Engagement & Partnerships
33) Negotiate the Building Block Partnership MOU, project schedule and funding package with State Government 🍏	3.1	20	Community Development
34) Plan and deliver Year 1 Early Years Infrastructure Projects as listed in the 5-year Capital Works Program 🍏	3.1	20	Community Development
35) Implement Year 1 actions of the Children, Young People and Families Plan 🍏	3.1	21	Community Development
36) Youth assertive outreach program 🍏	3.1	21	Community Development
37) Develop Climate Resilience Strategy including assessing current and future climate risks facing the Moreland community; identifying actions that Council and other levels of government must take to provide optimal protection for people, property and the natural environment in response to assessed climate risks (including Urban Heat Island Effect actions) 🍏 🌐	3.2	15, 16	City Futures
38) Progress scope and detailed design and preparation for tender of the Fawkner Leisure Centre Upgrade 🍏	3.3	17	City Infrastructure
39) Implement the Fleming Park masterplan priorities 🍏	3.3	18	City Infrastructure
40) Implement the Hosken Reserve masterplan priorities 🍏	3.3	N/A	Community Development
41) Investigate need and location options for a new synthetic hockey pitch and sports pavilion 🍏	3.3	N/A	Community Development
42) Promote free outdoor equipment (e.g. outdoor gyms, basketball, etc) through Active Moreland website 🍏	3.3	N/A	Community Development
43) Support sports clubs to deliver free activities through application to Council's community grants program 🍏	3.3	N/A	Community Development
44) Explore a regional approach to improving mental health outcomes 🍏	3.3	N/A	Community Development
45) Maintain service provider networks and partnerships with service providers, agencies and organisation to continue to inform Council's approach to resilience 🍏	3.4	N/A	Community Development
46) Scope and map Council's role ensuring genuine inclusion of LGBTIQ+ community in Council programs, systems, activities and consult with advisory committee 🍏	3.5	N/A	Community Development

47)	Develop the implementation plan for the Disability Access and Inclusion Plan and identify partner organisations 🍏	3.5	22	Community Development
48)	Develop the implementation plan for the Social Cohesion Plan and implement the first phase 🍏	3.5	23	Community Development
49)	Conduct navigation pilot project to support older people to access services 🍏	3.5	24	Community Development
50)	Aged Care – Outdoor help and transport 🍏	3.5	24	Community Development
51)	Support the development of the business case, stakeholder engagement and advocacy campaign for the Ballert Mooroop Community Hub 🍏	3.6	19	Community Development
52)	Develop a First Nations Employment Plan, including recruitment of a First Nations Employment Officer 🍏	3.6	N/A	Business Transformation
53)	Work with partners to increase community awareness of First Nations communities, reconciliation and Treaty 🍏	3.6	N/A	Community Development
54)	Maintain council's statutory planning role and continue advocacy partnerships for gambling harm prevention and strengthen connections with local community services 🍏	3.7	N/A	Community Development
55)	Continue education around tobacco related harm and enforcement of tobacco regulation 🍏	3.7	N/A	City Futures
56)	Support the implementation of the Men at Work Pilot Program through facilitating local partnerships and promotion 🍏	3.8	N/A	Community Development
57)	Include a gender affirming statement of 'what is gender' within the current gender equality commitment to be included in gender impact analysis 🍏	3.8	N/A	Community Development
58)	Continue to support and expand programs that promote positive masculinities in line with Council's gender equality commitment 🍏	3.8	N/A	Community Development
59)	Scope the delivery of healthy eating initiatives and links to food security in the Food Systems Strategy 🍏	3.9	N/A	Community Development
60)	Coordinate Social Cohesion indicators (in short and long term) with Merri Health to inform future joint actions 🍏	3.9	N/A	Community Development
61)	Engage and partner with Merri Health and other local health organisations to plan for future municipal priorities in shared actions 🍏	3.9	N/A	Community Development
62)	Scope a coordinated approach to supporting volunteering in the community 🍏	3.10	N/A	Community Development
63)	Enable leisure centres to use facilities to support homeless people 🍏	3.11	N/A	Community Development
64)	Develop and implement Council rough sleeping protocol 🍏	3.11	N/A	Community Development
65)	Scope facilitation role to improve service coordination for people who are homeless 🍏	3.11	N/A	Community Development
66)	Scope a coordinated approach and policy on digital inclusion in Moreland 🍏	3.12	N/A	Community Development
67)	Deliver digital literacy training and support 🍏	3.12	35	Community Development

## Theme 4: Vibrant spaces and places in Moreland

Actions	Primary Strategy	Major Initiative	Lead Directorate
68) Develop the Community Infrastructure Plan alongside the 10-year Asset Plan 🍏	4.1	38	City Futures
69) Develop an integrated Property Framework to guide strategic decision making around property acquisition, sale and redevelopment, including renewing Moreland's Leasing and Licensing Policy	4.1	N/A	Engagement & Partnerships
70) Take forward place based and integrated approaches to meeting community needs by developing precinct plans 🍏	4.1	N/A	City Futures
71) Pursue 2 opportunities for fenced dog-off-leash areas in northern Moreland ahead of finalising the Moreland Open Space Strategy 🍏	4.2	33	City Infrastructure
72) Investigate financial incentives to encourage maintenance of heritage buildings 🍏	4.4	N/A	City Futures
73) Review operational plans addressing deterrence and removal of graffiti, unsightly properties, dumped rubbish, public litter bins, drinking fountains, public toilets, car park opening hours and public lighting. 🍏	4.5	32	City Infrastructure
74) Subject to the endorsement of Council, seek to retain in ownership the heritage listed bluestone cottage on Bell Street Coburg and subject to the appropriate statutory process enter into a new lease with the Coburg Historical Society; and also investigate opportunities to enhance storage, display and research areas with the society	4.4	N/A	Engagement & Partnerships
75) Council to adopt principles for design and location of public toilets and then identify and prioritise locations for new and upgraded public toilets as part of planning for community infrastructure, activity centres and open space, leading to an investment plan that feeds into the capital works program 🍏	4.5	32	City Infrastructure
76) Continue to support Moreland Affordable Housing Ltd 🍏	4.7	27	City Futures
77) Advocate inclusionary zoning or other planning tools for affordable housing 🍏	4.7	27	City Futures
78) Finalise draft Affordable Housing Action Plan 🍏	4.7	27	City Futures
79) Explore opportunities to include affordable housing as part of the urban revitalisation programs in central Coburg 🍏	4.7	27	Engagement & Partnerships
80) Advocate for zero carbon in the planning scheme through the Council Alliance for Sustainable Built Environments (CASBE) 🍏🌐	4.8	28	City Futures
81) Review Moreland Planning Scheme and prepare a plan for implementing review recommendations 🍏🌐	4.8	29	City Futures
82) Review Neighbourhood Character provisions 🍏	4.8	29	City Futures
83) Review the outcomes of the Design Excellence Scorecard's extended trial and determine the future use or otherwise of the scorecard tool 🍏🌐	4.8	29	City Futures

84)	Carry out engagement program to seek community feedback on the future of central Coburg 🍏	4.9	25	Engagement & Partnerships
85)	Develop and adopt a set of social, economic, cultural and environmental objectives to drive future revitalisation of the Coburg Activity Centre, incorporating community aspirations 🍏 🌐	4.9	25	Engagement & Partnerships
86)	Carry out community and stakeholder engagement on design elements for the Saxon St Cultural and Community Hub, particularly open space 🍏 🌐	4.9	26	Engagement & Partnerships
87)	Procure a community manager to develop and support the vibrant community and program of Saxon Street Cultural and Community Hub 🍏	4.9	26	Engagement & Partnerships
88)	Commence construction of the Melville/Moreland Shopping Strip Streetscape Renewal Program 🍏 🌐	4.9	30	City Futures
89)	Commence Concept Design for Louisa Street Streetscape Improvement 🍏 🌐	4.9	30	City Futures
90)	Completion of Concept Design for West Street Shopping Strip Streetscape Renewal Program 🍏 🌐	4.9	30	City Futures
91)	Completion of Detailed Design for W heatsheaf Road Streetscape Improvement 🍏 🌐	4.9	30	City Futures
92)	Completion of Concept Design for Stewart Street Streetscape Improvement 🍏 🌐	4.9	30	City Futures
93)	Develop and implement an Investment Attraction action plan and implement annual activities 🍏	4.10	N/A	Engagement & Partnerships
94)	Continue to integrate and implement business development programs into the Shopping Strip Renewal Program (SSRP) 🍏	4.10	30	Engagement & Partnerships
95)	Develop industry sector profiles and promote the value of these sectors to the broader community 🍏	4.10	N/A	Engagement & Partnerships
96)	Scale up and implement adaptive training and support programs for micro and small businesses 🍏	4.10	N/A	Engagement & Partnerships
97)	Continue to develop and support the Love Moreland Buy Local campaign 🍏	4.10	N/A	Engagement & Partnerships
98)	In collaboration with local traders, residents, agencies and creatives, develop and implement an activation program for Brunswick 🍏	4.11	31	Engagement & Partnerships
99)	In collaboration with local traders, residents, agencies and creatives, develop and implement an activation program for Glenroy 🍏	4.11	31	Engagement & Partnerships
100)	In collaboration with local traders, residents, agencies and creatives, develop and implement an activation program for Coburg 🍏	4.11	31	Engagement & Partnerships
101)	Consult with the community on how the planning scheme can better deliver more employment in the Brunswick Activity Centre 🍏	4.10	31	City Futures
102)	Develop community programs framework to support wellbeing and learning outcomes 🍏	4.11	34	Community Development
103)	Deliver a large-scale Glenroy Community Festival and undertake a festivals review 🍏	4.11	36	Community Development
104)	Deliver Arts Investment Grant 🍏	4.11	35	Community Development

105) Develop a new integrated arts and culture strategy 🍏	4.11	35	Community Development
106) Develop a Brunswick Design District Strategic Plan that prioritises infrastructure projects, programs and activation activities and the recovery of the creative sector in Brunswick 🍏	4.11	37	Engagement & Partnerships
107) Develop a Visitation Experience Plan which prioritises short, medium- and long-term goals	4.11	39	Engagement & Partnerships
108) Implement two key visitor attraction activities per annum	4.11	39	Engagement & Partnerships

## Theme 5: An empowered and collaborative Moreland

Actions	Primary Strategy	Major Initiative	Lead Directorate
109) Deliver the Community Engagement Policy Implementation Plan 2020-2024 🍏	5.3	40	Engagement & Partnerships
110) Develop and implement a Digital Engagement Framework that provides community members with high quality online information and participation opportunities 🍏	5.1	40	Engagement & Partnerships
111) Develop and implement training for Council staff on Child and Youth engagement practice 🍏	5.2	41	Engagement & Partnerships
112) Develop resources to standardise best practice engagement with Children and Young People 🍏	5.2	41	Engagement & Partnerships
113) Develop efficiencies and understand pain points by conducting customer journey and service process mapping, learning from and listening to customer feedback and complaints 🍏	5.4	42	Engagement & Partnerships
114) Develop an advocacy model that provides a coordinated and consistent approach across Council and sets out clear priorities 🍏🌐	5.5	49	Engagement & Partnerships
115) Deliver advocacy campaigns that support council priorities 🍏🌐	5.5	49	Engagement & Partnerships
116) Proactively seek and identify opportunities for funding to secure better community outcomes 🍏🌐	5.5	N/A	Engagement & Partnerships
117) As part of the review of the Moreland Open Space Strategy, review the gaps, supply and demand of open space needs in Moreland to determine the future needs for additional open space 🍏🌐	5.6	43	City Infrastructure
118) Implement 10-year Financial Plan (including annual review)	5.7	44	Business Transformation
119) Develop 10-year Asset Plan 🍏🌐	5.8	45	City Infrastructure