



DRAFT

Council Action Plan

2021-2025



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What is a Council Action Plan?

This Council Action Plan contains the activities that Council will complete to deliver on the Council Plan. The activities include major initiatives, projects Council has identified as the most critical to delivering on our five strategic objectives, as well as other projects to support the achievement of the long-term vision for the municipality. This Action Plan is an attachment to the Council Plan 2021-25. It is reviewed annually to ensure our plans reflect the changing needs and priorities of our community.

Acknowledgement of Country

We respectfully acknowledge the Traditional Owners, The Wurundjeri People as the Custodians of this land. We also pay respect to all Aboriginal community Elders, past and present, who have resided in the area and have been an integral part of the history of this region.

What we want to achieve

Council has identified five important goals to describe what we are working towards – how we want Yarra Ranges to be in the future. These goals, and the activities we will complete over the coming four years, have been developed in response to our community’s priorities and the big issues facing Yarra Ranges. All activities completed by the organisation contribute to one or more of these goals.



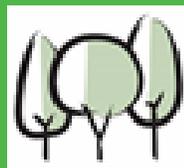
Connected and Healthy Communities

Communities are safe, resilient, healthy, inclusive and socially well connected. Quality services are accessible to everyone.



Quality Infrastructure and Liveable Places

Quality facilities and infrastructure meet current and future needs. Places are well planned and are hubs of activity that foster wellbeing, creativity and innovation.



Protected and Enhanced Natural Environment

A healthier environment for future generations.



Vibrant Economy, Agriculture and Tourism

Our tourism, agriculture, health, manufacturing and other industries are leading and dynamic. Strong investment and attraction underpins sustainable economic growth and job creation.



High Performing Organisation

An innovative, responsive organisation that listens and delivers quality, value for money services to our community.

How we will achieve what is most important

The voices of the community have played a critical role in identifying and determining the priorities for the coming four years through the Council Plan Community Panel and broader community engagement. The following pages outline in detail the full list of activities we will complete to work towards achieving our goals during the 2021-25 period.

The most important initiatives and projects that Council will prioritise over the next four years include:

Major Initiatives for 2021-25
Improve Aboriginal health and wellbeing by providing a range of supports to Oonah Health and Community Services Aboriginal Corporation to establish the Healesville Belonging Place, an integrated Aboriginal health facility.
Become a world class trails and eco-tourism destination through project development, delivery, advocacy and partnerships, including the delivery of the Rivers and Ridges projects.
Ensure the plants, animals and ecologies of Yarra Ranges that our community value so much, are supported and retained alongside us, in healthy landscapes by preparing and implementing a Biodiversity Plan that provides renewed focus for Council, the community, and partners.
Reduce our ecological footprint through our commitment to source renewable energy generated by Council and extend benefits to community through advocating and securing funding to deliver on Council's Solar Farm project.
Improve mental health outcomes for the community, strengthen social connections, and advocate for equitable and accessible mental health services across the municipality.
Undertake and deliver integrated place planning for priority activity centres and town centres to achieve coordinated community outcomes across Yarra Ranges, in accordance with the Living Places Framework.
Build community resilience by working together to achieve effective emergency planning and preparedness with a focus on bushfire. This will include the development a firestick program across public, private land and local training hubs.



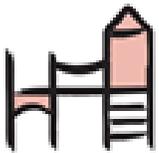
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Council Plan Actions

No	Council Plan 2021-25 Actions	The desired community outcomes	How will Council achieve this	Partners involved
1	Implement priority actions arising from the Health and Wellbeing Plan.	A much healthier community overall with a focus in areas including: - <ul style="list-style-type: none"> - Mental health - Physical activity - Social Recovery - Climate change and impacts on health - Reduce harm from alcohol - Health impacts of emergencies - Gender Equity 	Identify the specific short, and long, term activities to implement as part of the Health and Wellbeing Plan	Council/ State Agencies/ Businesses/Volunteers
2	Implement Council's Healthy and Active Ageing Plan to increase the age and dementia friendliness of the municipality and improve social connection.	A municipality that works well for elderly people	Consult with age care providers and older residents to inform future activity and build social connection, challenge ageism, increasing age friendly housing, improve dementia awareness, and activities to reduce and prevent accidents	Council/ Federal Government/ State Agencies
3	Implement the Pandemic Recovery and Resilience Framework and other key recovery actions to support the rebuilding of community resilience.	A community that has fully recovered from the pandemic	For realistic recovery from the pandemic, identify the specifics needed for the various sectors of the community	Council/ State and Federal Government/ State Agencies
4	Update the Aquatics Strategy to strategically plan for the provision of aquatic facilities across the municipality that are inclusive, sustainable, well designed and positioned to improve community health and wellness.	An updated aquatics plan to make sure the right type of facilities are accessible to cater for the needs of the community across the municipality	Work to provide aquatic facilities that are sustainable and well designed and will improve community health and wellness.	Council / State Government
5	Revise and implement key actions of the Recreation and Open Space Strategy to increase community access,	A community that has better access to, and better involvement in, Council's community facilities	Review Council's Open Spaces approach to ensure residents can enjoy and benefit from Council facilities	Council/ State Agencies/ State and Federal

No	Council Plan 2021-25 Actions	The desired community outcomes	How will Council achieve this	Partners involved
	support community connections and activate Council's community facilities and open space network.			Government/ Sporting Groups
6	Implementing key actions in the Integrated Transport Strategy 2040 with a focus on people's localised movements and advocating for a cohesive public transport network that connects people with services, employment and to each other.	A better public transport network	Advocate more strongly for a cohesive and convenient public transport network that people can use easily to get them where they want to go	Council/ State Agencies/ State and Federal Government/ Businesses



Quality Infrastructure and Liveable Places

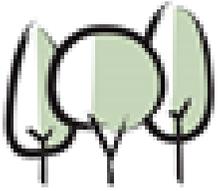
Quality facilities and infrastructure meets current and future needs. Places are well planned hubs of activity that foster wellbeing, creativity and innovation.

Council Plan Actions

No.	Council Plan 2021-25 Actions	The desired community outcome	How will Council achieve this	Partners included
1	Improve our social infrastructure planning by working across council to integrate place, service and infrastructure planning to meet the needs of our diverse communities and improve the unique places they live.	The community are connected, have flexible and multipurpose facilities that cater for all abilities and ages	Develop an accepted standard for service planning, place planning, open space and infrastructure planning	Council/ State Agencies/ State and Federal Government/
2	Develop and implement a strategic approach for activating and providing functional and affordable community assets and spaces that are welcoming to all and support the wellbeing and connectedness of the community.	The community benefits from the way Council property is managed used	Develop a plan so that all Council property is measured against community benefit	Council
3	Continue to evolve the maturity and sophistication of Council's Asset Management planning to ensure existing community infrastructure is renewed and maintained for the benefit of future generations.	Council puts the focus on projects that meet current and future needs of the community	All projects to be checked against community needs	Council/ State Government

No.	Council Plan 2021-25 Actions	The desired community outcome	How will Council achieve this	Partners included
4	Activate, develop and construct significant community facility projects across the municipality to respond to current and future community and social needs.	Community facilities are accessible and used by the community and cater for the varied needs of the community	Engage with community to determine the needs and ensure current and future facilities are fit for purpose and accessible for all.	Council / State Government/ Community Groups/ Residents
5	<u>Seal</u> gravel roads in townships across the municipality enabled through funding provided by the Federal Government combined with landowner contributions to improve local amenity and liveability for the community.	Council sealed gravel roads wherever possible with the funding supplied by the Federal Government	Ensure Council teams and equipment are ready to seal roads as funds becomes available	Council / Federal Government / Residents
6	Integrate and strengthen the planning, maintenance and management of community assets to ensure the needs and priorities of current and future communities are balanced against investment requirements and Council's ability to pay for them.	Within budget constraints, Council does as much as possible to manage all public assets for the benefit of the community	Develop an inventory of assets and assess what improvements are needed	Council / State and Federal Council
7	Complete the Lilydale Structure Plan and incorporate key actions into the Planning Scheme through an amendment to provide clear direction of the future land use, urban design, transport and access and landscaping forms for Lilydale.	The Lilydale Structure Plan completed to give clear direction for the future of Lilydale. Fostering investment and local employment while preserving the character of Lilydale.	Invest enough human resources to ensure Lilydale Structure Plan can be completed in a timely manner	Council / State Government / Businesses/ State Agencies
8	Amend the planning scheme by using the outcomes of the reviewed Housing Strategy to ensure housing needs of the community are met, new housing is well designed, provides for housing choice and improve neighbourhood character outcomes in residential areas.	Overall housing needs of the community are met with appropriate design, plenty of choice and improved neighbourhood character	Actively liaise with building and architectural bodies to strongly put forward Council views	Council / State Government / Businesses/ State Agencies
10	Plan, facilitate and develop urban renewal projects, including Lilydale Revitalisation project, Kinley re-development and Level Crossing Removal to facilitate the revitalisation of Lilydale. Ensuring alignment with Council's place making objectives of encouraging a vibrant, attractive, sustainable,	Complete all necessary planning for the redevelopment of the Lilydale Quarry	Actively engage with relevant bodies to ensure planning work is completed	Council / State Government / Businesses

No.	Council Plan 2021-25 Actions	The desired community outcome	How will Council achieve this	Partners included
	healthy and connected community.			
11	Maximise the benefits of the level crossing removal projects in Mooroolbark and Lilydale through value adding projects including the repurposing of the Lilydale Heritage Station, provision of public art and new community spaces, and improving the shared path network.	Ensure the community gets maximum benefit from the level crossing removal project	Work closely with the relevant local communities and the State Government to make sure the level crossing removal advantages the community as completely as possible	Council / State Government / Historical Society
12	Establish a municipal wide Development Contributions Plan to provide funds for new infrastructure to support future growth and development.	Development Contributions Plan established for funding new infrastructure	Make sure resources are available for this plan to be completed	Council / Developers



Protected and Enhanced Natural Environment

A healthier environment for future generations.

Council Plan Actions

No.	Council Plan 2021-25 Actions	The desired community outcome	How will Council achieve this	Partners involved
1	Implement actions of the Liveable Climate Plan and shift to low carbon and renewable energy sources across all facilities, buildings, plant and fleet to reduce Council's climate impact.	Climate footprint reduced due to Council action	Produce an inventory of the major tasks and work on completing them all.	Council / State and Federal Government/ Environmental Volunteers Groups/ Businesses
2	Deliver actions of the Urban Tree Canopy Strategy and deliver the parks and reserves improvement program to enhance amenity, access and participation in public spaces and places.	Streets, public parks and gardens generally improved for greater community amenity	Ensure the relevant departments on the ground, focus on community amenity.	Council
3	Develop a Municipal Waste Plan, education programs and pursue innovative waste processing technologies to maximise waste resource recovery for a more sustainable future.	Sustainability improvement with better waste technologies and continuing community education	Dedicate appropriate resources to ensure the Municipal Waste Plan is completed	Council / State Government/
4	Continue to develop and support the capability of Environmental Volunteer Groups including seeking funding support to invest in our shared environment.	Local biodiversity is secured, and communities are supported to be more sustainable	Deliver the sustainable gardens program including Gardens for Harvest and Gardens for Wildlife in collaboration	Council / State Government/ Volunteers / local communities.
5	Prepare and implement a Biodiversity Plan to provide renewed focus for Council, the community and partners, to ensure the plants, animals and ecologies of Yarra Ranges that our community value, are supported and retained alongside us, in healthy landscapes.	Biodiversity plan in place in order to have a healthier environment for all members of the community	Council to ensure all relevant staff are committed to biodiversity and to an achievable plan and that the new plan is completed	Council / State Government/ State Agencies / Environmental Volunteer Groups / Businesses



Vibrant Economy, Agriculture and Tourism

Our tourism, agriculture, health, manufacturing and other industries are leading and dynamic. Strong investment and attraction underpins sustainable economic growth and job creation.

Council Plan Actions

No.	Council Plan 2021-25 Actions	The desired outcome	How will Council achieve this	Partners involved
1	Implement a plan that improves employment and mental health outcomes for everyone.	A better life for everyone in terms of employment and mental health	Employment: work with local employment offices and highlight work opportunities Better mental health: implement and promote appropriate online programs	Council / State Government/ State Agencies / Youth Ambassadors/ Businesses
2	Develop and deliver improvements to Council's network of recreational trails across the municipality to support improved recreational, health, social, and economic needs of the community and become a world class trails, agritourism and eco-tourism destination.	Yarra Ranges recognised as a world class trails and eco-tourism destination	Work closely with relevant local providers and, as well, channel sufficient funding into the required initiatives Progress of the delivery of the River and Ridges Project Growth and development of ecotourism in Yarra Ranges	Council / State Government/ State Agencies / Tourism Board
3	Review and develop a new Economic Development Strategy and Investment Attraction Plan, to create local jobs, business, and investment to deliver positive and sustainable economic community outcomes.	An Economic Development Strategy that gives the community a major economic boost	Ensure sufficient resources are devoted to this Plan to ensure it is not delayed and that it is effective Continued support for existing businesses. Growth in Small to Medium Businesses.	Council / State and Federal Government/ State Agencies / Businesses/ Tourism Board
4	Deliver key initiatives outlined in the Bayswater Business Precinct Transformation Strategy that create jobs, attracts future investment and progresses the revitalisation of the Precinct, in association with Knox and Maroondah Councils.	Measurable economic benefits gained from delivering carefully chosen recommendations of the Bayswater Business Precinct Transformation Strategy	For the Bayswater Business Precinct Transformation Strategy select the key initiatives and get steps underway for delivering these initiatives without delay. Leverage the Bayswater Business District to create and grow jobs in the areas and wider Yarra Ranges.	Council / State and Federal Government/ State Agencies / Businesses
5	Work with growers and Yarra Valley Water to build business cases for the Coldstream Recycled Water Pipeline to provide water security and increase local output.	Business case completed for Coldstream Recycled Water Pipeline	Complete the business case and ensure it caters for water security and allows for increased local input	Council / State and Federal Government/ State Agencies / Agricultural Businesses
6	Identify and develop a cultural and creative brand for the Yarra Ranges to attract and retain creative professionals, creative businesses and cultural tourism spend.	Yarra Ranges viewed as a creative hub for professionals, businesses and cultural tourism	Identify actions Council can take to develop a cultural and creative brand and implement those actions without delay	Council / State and Federal Government/ State Agencies/ Businesses/ Tourism Board

No.	Council Plan 2021-25 Actions	The desired outcome	How will Council achieve this	Partners involved
7	Develop a destination management Plan with Yarra Ranges Tourism Board to support the right eco-tourism, infrastructure growth that also protects our natural environment.	Yarra Ranges is natural environment is values and supported by the right eco-tourism	Develop a plan for appropriate eco-tourism opportunities	Council / State and Federal Government/ Businesses/ Tourism Board



High Performing Organisation

An innovative, responsive organisation that listens and delivers quality, value for money services to our community.

Council Plan Actions

No.	Council Plan 2021-25 Actions	The desired organisational outcomes	How will Council achieve this	Partners involved
1	Ensure Council's workforce reflects the community it serves by embedding the principles of diversity and inclusion in our day-to-day leadership and share our experience and knowledge with the community.	Council leadership and workforce reflect the total diversity within the community	Introduce appropriate training for relevant staff to ensure our leadership understands, respects and reflects the diversity of the community	Council / State Government
2	Improve the community's trust and connection with Council through more meaningful and inclusive community engagement and innovative approaches to communication.	Innovative Council approach to communication and engagement improves community trust and, therefore, connection	Research and explore ways that Council can build trust through communication	Council
3	Develop and grow an organisational culture committed to delivering exceptional customer experience.	The whole of Council committed to and delivering exceptional customer service	Research and explore ways that Council can become more customer focused, identify any departments that need to improve and introduce the necessary training	Council
4	Streamline internal Council processes and improve systems to deliver more efficient services and improved interactions with our community.	All Council processes and systems improved for added efficiencies	Identify any Council processes and systems that are not performing optimally and make the necessary changes	Council
5	Increase the community's visibility, understanding of and access to Council's information and performance to improve	Council is more upfront about all aspects of performance	Introduce a KPI related to the transparency of Council performance against commitments	Council / State Government

No.	Council Plan 2021-25 Actions	The desired organisational outcomes	How will Council achieve this	Partners involved
	accountability to the community.			
6	Consolidate and strengthen advocacy through evidence and stronger relationships to ensure other levels of government are effectively and efficiently engaged to support local services and programs.	Council effectively engages state and federal governments to gain all relevant support	Develop stronger links with state and federal government representatives in order to ensure Yarra Ranges is front of mind when decisions are made by these decision makers	Council/ State and Federal Government
7	Adapt and improve our service delivery to ensure the measurable provision of services that are supporting our municipality to rebuild resilience.	Overall improved services from Council for the benefit of the community generally	Investigate where Council service delivery is outstanding and where it falls down and make the necessary changes	Council
8	Strengthen relationships and networks to support local community groups and build their capacity to be active in achieving community outcomes.	Stronger community networks who are supported to achieve great community outcomes	Identify and develop key relationships in the local community and provide support to build local capacity	Council / community networks