



Moreland
City Council

COUNCIL AGENDA

Wednesday 20 October 2021

Commencing 6.00 pm

The meeting will be held via video conference and livestreamed

Language Link

This is the Agenda for the Council meeting. For assistance with any of the agenda items, please telephone 9240 1111.

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ਇਹ ਕੌਂਸਲ ਦੀ ਮੀਟਿੰਗ ਦਾ ਏਜੰਡਾ ਹੈ। ਏਜੰਡੇ ਦੀ ਕਿਸੇ ਆਈਟਮ ਬਾਰੇ ਮਦਦ ਲਈ, ਕ੍ਰਿਪਾ ਕਰਕੇ 9280 0751 ਤੇ ਟੈਲੀਫੋਨ ਕਰੋ।

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4. COUNCIL REPORTS

4.1 ADOPTION OF THE MORELAND COMMUNITY VISION 2021-2031, MORELAND COUNCIL PLAN 2021-2025 AND MORELAND COUNCIL ACTION PLAN 2021-2022

Director Business Transformation Sue Vujcevic

Governance and Strategy

Officer Recommendation

That Council:

1. Adopts Moreland Community Vision 2021-2031 (provided as Attachment 1) in accordance with legislative requirements of the *Local Government Act 2020*.
2. Adopts Moreland Council Plan 2021–2025 (provided as Attachment 2) in accordance with legislative requirements of the *Local Government Act 2020* and the *Public Health and Wellbeing Act 2008*, noting that it incorporates the Municipal Public Health and Wellbeing Plan 2021-2025.
3. Adopts Moreland Council Action Plan 2021-2022 (provided as Attachment 4) as the first year of actions to deliver against the Moreland Council Plan 2021-2025.
4. Authorises the Director Business Transformation to finalise the Moreland Community Vision 2021-2031, Moreland Council Plan 2021-2025 and Moreland Council Action Plan 2021-2022, including any minor administrative changes, professional design of the documents and online versions, distribution and implementation.
5. Acknowledges and thanks the Moreland community for its contribution to the development of the Moreland Community Vision 2021-2031 and Moreland Council Plan 2021-2025 through the Imagine Moreland engagement program.
6. Notes that a summary of Imagine Moreland Stage 4 outcomes will be made available on Council's website, noting that all submitters who provided feedback as part of the public exhibition process will receive an email advising of the outcomes of Council's decision.
7. Thanks the members of the Community Panel for their contribution and advise them in writing of the outcome of Council's decision.

REPORT

Executive Summary

The development of the Moreland Community Vision 2021-2031 (**Attachment 1**), Moreland Council Plan 2021-2025 (**Attachment 2**) and Moreland Council Action Plan 2021-2022 (**Attachment 4**) have been informed by a number of key inputs, including working with Councillors to determine their priorities for the next four years and a rigorous community engagement process (Imagine Moreland engagement program) carried out from February to October 2021.

A draft Moreland Community Vision 2021-2031 and draft Moreland Council Plan 2021-2025 were presented to Council at its meeting on the 26 August 2021 and subsequently went out to Public Exhibition for 22 days.

10 submissions were received for the draft Moreland Community Vision 2021-2031, 4 of which included positive feedback. Various issues were raised that do not require changes to the document, however they can be progressed separately (including road safety, litter and

public bins, Sydney Road amenity and detail around implementation of the vision). Feedback was also provided regarding the order of the themes in the vision, the use of consultants in its development and the perceived unrealistic and generic nature of the vision statements. no Council officer changes are recommended for the final Moreland Community Vision 2021-2031 as a result of submissions received (submissions received, and Council Officer responses can be viewed at (**Attachment 3**).

24 submissions were received for the draft Moreland Council Plan 2021-2025 (**Attachment 2**), 10 submissions included positive feedback. A few submissions have resulted in Council Officers recommending changes to the final Moreland Council Plan 2021-2025 as summarised below:

- To strengthen the strategic indicators under *An Environmentally Proactive Moreland* including tonnes of kerbside waste and recycling collected, capacity of water harvesting systems for re-use/irrigation and area of catchment treated by water sensitive urban design (p16).
- To include the Transport Advocacy Plan in the list of related strategies and plans under *Moving and Living Safely in Moreland* (p18)
- To reference the LGBTIQ+ community in Strategy 3.5 under *A Healthy and Caring Moreland* so that it now reads: “Enhance social cohesion by developing opportunities for cultural and social connection and addressing the physical, cultural, financial system barriers to access, inclusion and participation by all people including measures to address racism and LGBTIQ+ discrimination” (p19).

A few changes were also made to the final Moreland Council Plan 2021-2025 based on either feedback from the Department of Health, Councillors or Council Officers following a final review after the public exhibition period.

Various other issues that were raised in relation to the draft Moreland Council Plan 2021-2025 can be progressed separately by Council and other feedback received has also not resulted in Council Officers recommending changes to the final Moreland Council Plan 2021-2025 (as detailed in **Attachment 3** to this report).

Additionally, officers have developed the Moreland Council Action Plan 2021-2022 (**Attachment 4**). It includes the specific actions to be taken during the first financial year in the implementation of the Moreland Council Plan 2021-2025. All actions documented in the Moreland Council Action Plan 2021-2022 are resourced for delivery, including through the 2021-22 annual budget (included in the adopted 2021-2025 Budget).

Previous Council Decisions

Endorsement of draft Moreland Community Vision 2021-2031 and Draft Moreland Council Plan 2021-2025 for public consultation – 26 August 2021

That Council:

1. *Endorse the draft Moreland Community Vision (provided as Attachment 1) for public exhibition from 30 August 2021 to 20 September 2021.*
2. *Endorse the draft Council Plan 2021–2025 (provided as Attachment 2) for public exhibition from 30 August 2021 to 20 September 2021; noting the Community Vision and themes incorporated into the draft Council Plan arose from the Imagine Moreland engagement program and the deliberative Community Panel process.*
3. *Invite written submissions from the community on the draft Moreland Community Vision (including themes) and the draft Council Plan 2021-2025 to be received by 5pm, 20 September 2021.*
4. *Consider community feedback received at two Community Feedback Forums to be held Monday, 27 September 2021 and Tuesday, 28 September 2021.*

5. *Acknowledges and thanks the Moreland Community for their valuable feedback via the Imagine Moreland engagement program and the deliberative Community Panel members for their participation and the preparation of the draft Moreland Community Vision.*

1. Policy Context

In accordance with sections 88 and 90 of the *Local Government Act 2020*, Council must:

- a) maintain a Community Vision that is developed with its municipal community; and
- b) Prepare and adopt a Council Plan for a period of at least the next 4 financial years which must include the strategic direction of the Council; strategic objectives for achieving the strategic direction; strategies for achieving the objectives for a period of at least 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.

The Community Vision and Council Plan must be prepared in accordance with Council's deliberative engagement practices by 31 October in the year following a general election.

In accordance with section 26 of the *Public Health and Wellbeing Act 2008*, Council must prepare a Municipal Public Health and Wellbeing Plan within the period of 12 months after each general election of the Council. Conversely, in accordance with section 27 of the *Public Health and Wellbeing Act 2008*, Council may include public health and wellbeing matters in its Council Plan, providing that Council meets the requirements of section 26 and the Secretary grants the Council an exemption from complying with section 26. Council received this exemption on the 6 September 2021.

2. Background

Imagine Moreland engagement program

The Moreland Community Vision 2021-2031 (provided as **Attachment 1**) is a major output of the Imagine Moreland program. Imagine Moreland was a four-stage engagement program to develop the Moreland Community Vision 2021-2031, and to inform the development of the following Council documents:

- 4-year Council Plan, including the Municipal Public Health and Wellbeing Plan.
- 10-year Financial Plan, also being presented for adoption at this meeting.
- 10-year Asset Plan, including the Community Infrastructure Plan (noting these two plans are currently under development and not due for completion until 2022).

The four stages of the *Imagine Moreland* engagement program included:

- Stage one (February – March 2021) – Wide community engagement activities to investigate community hopes and aspirations for the future of Moreland.
- Stage two (April – May 2021) – Imagine Moreland Community Panel established to prepare the draft Moreland Community Vision 2021-2031 through deliberative engagement in accordance with the *Local Government Act 2020*.
- Stage three (May – June 2021) – Imagine Moreland Community Panel deliberates on topics and provides feedback to inform the 4-year Council Plan, 10-year Financial Plan and 10-year Asset Plan in accordance with the *Local Government Act 2020*.
- Stage four (August – November 2021) – Public exhibition of documents over August / September 2021 and community celebration to launch the Moreland Community Vision in November, pending Council adoption.

Section 4 Community Consultation and Engagement provides further details about the Imagine Moreland engagement program. More information is also available on Conversations Moreland (<https://conversations.moreland.vic.gov.au/imagine-moreland>).

Councillor input into the development of the Moreland Community Vision 2021-2031 and Moreland Council Plan 2021-2025

The Moreland Council Plan 2021-2025 (provided as **Attachment 2**) was drafted from Councillor priorities initially discussed at the Councillor Induction Workshop held on 28 and 29 November 2020. Following this weekend, a Community Planning Councillor Reference Group was convened to provide an oversight role on the development of key plans including the Community Vision, 4-year Council Plan and 10-year Financial and Asset Plans.

From November 2020 through to August 2021, the Community Planning Councillor Reference Group (comprising the Mayor, Cr Carli Hannan and Councillors Tapinos, Panopoulos, Davidson and Pulford) met 7 times, providing advice and guidance about:

- Community engagement approach and options
- Reflection of community aspirations in key plans
- Integration between key plans
- Alignment with the principles of the *Local Government Act 2020*.

On 31 July 2021, a Strategic Planning Workshop was held for all Councillors to reflect on the outcomes of the Imagine Moreland engagement program and implications. The draft Moreland Council Plan 2021-2025 was progressed and discussed further at 2 subsequent Councillor Briefings on the 10 and 18 August 2021, before being endorsed for public exhibition on 26 August 2021.

Following public exhibition, Councillors attended a Community Feedback Forum on 27 September, to hear community submissions and 2 more Councillor Briefings to debrief on the community feedback and agree on any further changes to the Moreland Community Vision 2021-2031 and Moreland Council Plan 2021-2025.

The Moreland Council Plan 2021-2025 has also been informed by considering current services delivered to the community, examining opportunities and challenges, evaluating existing Council strategies and projects and ensuring identified legislative requirements (such as the *Municipal Public Health and Wellbeing Act 2008*, *Climate Change Act 2017* and *Gender Equality Act 2020*) were considered for incorporation.

A draft Moreland Community Vision 2021-2031 and draft Moreland Council Plan 2021-2025 were presented to Council on the 26 August 2021 and subsequently went out on Public Exhibition for 22 days. A full outline of submissions and responses is provided in **Attachment 3**.

Submissions received

Draft Moreland Community Vision 2021-2031

10 submissions were received for the draft Moreland Community Vision 2021-2031, 4 of which included positive feedback. Various issues were raised that do not require changes to the document, however they can be progressed separately by Council e.g. road safety, litter and public bins, Sydney Road amenity and detail around implementation of the vision. Feedback was also provided regarding the order of the themes in the vision, the use of consultants in its development and the perceived unrealistic and generic nature of the vision statements. No Council Officer changes are recommended for the final Moreland Community Vision 2021-2031 as a result of submissions received.

Draft Moreland Council Plan 2021-2025

24 submissions were received for the draft Moreland Council Plan 2021-2025, 10 of which included positive feedback. A few submissions have resulted in recommended changes to the final Moreland Council Plan 2021-2025 as follows:

- To strengthen the strategic indicators under *An Environmentally Proactive Moreland* including tonnes of kerbside waste and recycling collected, capacity of water harvesting systems for re-use/irrigation and area of catchment treated by water sensitive urban design (p16).
- To include the Transport Advocacy Plan in the list of related strategies and plans under *Moving and Living Safely in Moreland* (p18)
- To reference the LGBTIQA+ community in Strategy 3.5 under *A Healthy and Caring Moreland* so that it now reads: "Enhance social cohesion by developing opportunities for cultural and social connection and addressing the physical, cultural, financial system barriers to access, inclusion and participation by all people including measures to address racism and LGBTIQA+ discrimination" (p19).

Various other issues were raised that do not result in recommending changes to the final Moreland Council Plan 2021-2025. The following matters are already progressing or can be progressed separately:

- the transport strategy – especially the Kent/Northumberland Road trial bike lanes
- kerbside waste reform
- protection, expansion and allocated uses of public parks (e.g. Gilpin and Clifton)
- specific details for Glenroy and upgrading the Glenroy Shopping Centre
- recent engagement on the Fawkner Pool and Hosken Reserve
- creation of more distinct districts – especially in the outer north
- graffiti
- bus services
- Sydney Rd safety and bike lanes
- impact of increasing dog ownership on amenity.

The banning of wood heaters issue raised by a submitter will be addressed via existing legislation / statutory processes. A submitter also raised concerns with the singling out of people due to sex, sexuality or nationality, however Council Officers do not recommend any change to the final Moreland Council Plan 2021-2025 based on the current draft plan text aligning with Council's Human Rights Policy.

Feedback was also provided regarding insufficient detail and generic negativity about the draft Moreland Council Plan 2021-2025, Council Officers have not recommended changes to the final plan in relation to this feedback.

A few changes were also made to the final Moreland Council Plan 2021-2025 based on the Department of Health's feedback in relation to integration of the Municipal Public Health and Wellbeing Plan as follows:


- Specify where health and wellbeing actions will be managed, including in the Council Action Plan and other related plans such as Gender Equity Action Plans (p9)
- Provide a link to the Moreland Health and Wellbeing Profile and summarise the social determinants of health within the Council Plan (p10)
- Link each objective to health and wellbeing (added to the environmental objective) (p15)

- Have an objective around climate adaptation/resilience (added to the health objective) (p19)
- Include annual reviews of related action plans such as the Gender Equity Action Plans (p19 and p23)
- Integrate engaging child, youth and family-friendly spaces and places into designs (p21)
- Ensure health actions are reviewed annually or if they expire during 2021-2025 (p25)
- Commit to provide the Department of Health with a copy of quarterly and annual reports (p25).

A few changes were also made based on Councillor feedback following public exhibition:

- A reference to CALD communities has been added for extra emphasis under A Healthy and Caring Moreland. Strategy 3.5 now reads: “Enhance social cohesion by developing opportunities for cultural and social connection and addressing the physical, cultural, financial system barriers to access, inclusion and participation by all people, in particular culturally and linguistically diverse communities. This should also include measures to address racism and LGBTIQ+ discrimination.” (p19)
- An additional Major Initiative #36 “Deliver a large-scale Glenroy Community Festival annually” to specify other major arts and culture initiatives (p22)
- An update under An Empowered and Collaborative Moreland, to strengthen our “customer service”, “consultation and engagement” and “informing the community” strategic indicators (p24).

Some changes are also recommended by Council Officers after final review, following public exhibition as follows:

- To demonstrate strategic integration of our climate response as required under the Climate Change Act 2017, use  to signify climate change related priorities (throughout). Relevant explanatory text also added (p11)
- To add a plan on a page – simple one-page description of the Council Plan (p14)
- Reference NOM resolution to feature Council’s zero waste to landfill commitment in the Plan (p15)
- Take out number of trees to be planted (i.e. 5,000) as the interim measures to reach our new target for canopy cover require recalculation and will be separately reported to Council, (p15)
- Replace “Northern Food Hub/Food bank in the North (Mutton reserve)” with “Establishment of a Northern Food Hub” as location will be determined with community and partners (p15)
- Replace “Municipal” with “Council” greenhouse gas emissions for clarity (p16)
- Take out “Urban Heat Island Effect levels” as there is no single measure, only mapping (p16)
- Take out “...Open Space Strategy Refresh...” under Vibrant Spaces and Places in Moreland as this is a duplication of Major Initiative #3 under An Environmentally Proactive Moreland (p22)

- Simplify wording by replacing current text -“Public Realm Amenity Strategy - Promote the amenity and liveability of the public realm with services, facilities, community participation, strong local laws and compliance activities” with the following replacement text: “In consultation with the community, develop and implement a new Public Realm Amenity Service Plan to keep our spaces and places clean, safe and inviting” (p22)
- Under An Empowered and Collaborative Moreland add in (p23): a new strategy 5.9 “Improve understanding of the community through the development of research resources” in order to implement “evidence-based decision making” in the objective; and two new Major Initiatives: #48 “Implement the Accessible and Inclusive Communications Policy” and #49 “Coordinate advocacy for improved community outcomes” as critical projects for successful implementation of the Council Plan.

Additionally, Council Officers have developed the final Moreland Council Action Plan 2021-2022 (provided as **Attachment 4**). It includes the specific actions to be taken during the first financial year in the implementation of the Moreland Council Plan 2021-2025. All actions documented in the Moreland Council Action Plan 2021-2022 are resourced, including through the 2021-22 annual budget (included in the adopted 2021-2025 Budget).

3. Issues

Draft Moreland Community Vision 2021-2031

The draft Moreland Community Vision 2021-2031 was prepared by the Imagine Moreland Community Panel (provided as **Attachment 1**).

The *Local Government Act 2020* requires that the Community Vision document is developed through deep engagement with the Moreland community and reflects community hopes and aspirations. The document is intended to be a reference document of Council, guiding planning and steering policy.

The draft Moreland Community Vision 2021-2031 statement is:

“Moreland is our home.

We respect and look after our land, air, waterways and animals.

We care for our people and celebrate our diverse stories, cultures, and identities.

Moreland is enhanced by all of us supporting our local businesses, arts communities and social organisations.

We work together proactively and transparently to continue to create a vibrant, safe, healthy, resilient, innovative, and regenerative community. Many faces, one Moreland.”

The key priority areas (themes) for the draft Moreland Community Vision 2021-2031 are:

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

The Moreland Community Vision 2021-2031 was developed by the Imagine Moreland Community Panel. The panel comprised 44 members of the local community that were randomly selected to match the demographic characteristics of Moreland.

The panel included representation from different geographical locations across Moreland, culturally and linguistically diverse (CALD) and non-English speaking communities, people with disability and different groups relating to age, gender and sexual orientation. The panel also included diversity relating to household status (rental and home ownership) as well as educational attainment and income levels.

Panel members participated in three full days of deliberative engagement including expert presentations and facilitated workshops to develop the draft Moreland Community Vision 2021-2031 between April and May. During this time the panel was presented with the results of engagement with the wider community to identify hopes and aspirations to inform the development of the draft Moreland Community Vision 2021-2031.

As detailed in the Background section of this report, during public exhibition 10 submissions were received for the draft Moreland Community Vision 2021-2031. 4 submissions included positive feedback. Various issues were raised that can be progressed separately. No changes to the final Moreland Community Vision 2021-2031 are recommended by Council Officers. A full outline of submissions received, and Council Officer responses is provided in **Attachment 3**.

The Moreland Community Vision 2021-2031 developed by the *Imagine Moreland* Community Panel has been translated directly into the Moreland Council Plan 2021-2025 and informs the key priority areas (themes) in the plan.

Draft Moreland Council Plan 2021-2025

The Moreland Council Plan 2021-2025 (provided as **Attachment 2**) is a plan for key areas of focus and change that Council is undertaking over the next four years. The plan includes the Moreland Community Vision 2021-2031 and represents the intentions of Council during its term of office in a way that is consistent with the requirements of the *Local Government Act 2020*.

As detailed in the Background section of this report, during public exhibition 24 submissions were received for the draft Moreland Council Plan 2021-2025, a few of which resulted in changes to the final plan. A full outline of submissions received and Council Officer responses is provided in **Attachment 3**. Some changes were also recommended based on either feedback from the Department of Health or Council Officers undertaking a final review following the exhibition period.

The Moreland Council Plan 2021-2025 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 (*Note: Council has included the word 'Vibrant' which is a small change from the related draft Moreland Community Vision 2021-2031 theme.*)
- An empowered and collaborative Moreland.

The Moreland Council Plan 2021-2025 outlines 5 strategic objectives, one under each theme of the draft Moreland Community Vision 2021-2031, which together represent the strategic direction of Council over the next four years for the implementation of the Moreland Community Vision 2021-2031.

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 Moreland Council Plan 2021-2025 sets out:

- a) Strategies: 47 primary methods through which the objectives will be achieved over the next four years;
- b) Major Initiatives and Priorities: 49 critical pieces of work underpinning delivery of the strategies;
- c) Strategic Indicators: Measures to monitor progress against the objectives; and
- d) Related Strategies and Plans: Other strategic planning documents that will support delivery of the draft Moreland Council Plan 2021-2025.

The Moreland Council Plan 2021-2025 is designed to enable an integrated approach to planning, monitoring and performance reporting. Strategies and major initiatives will inform and cascade into annual Council action, service unit and individual work planning as well as internal review processes for other strategic planning documents to ensure alignment.

The Moreland Council Plan 2021-2025 showcases a forward-thinking approach to protecting our community, the environment and our assets, with the aim that Moreland is well connected, accessible and a welcoming place to live, work and visit.

Moreland Council Action Plan 2021-2022

The Moreland Council Action Plan 2021-2022 supports implementation of the Moreland Council Plan 2021-2025 for the first financial year of the 4-year period (provided as **Attachment 4**).

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

An annual Council action plan will be developed each year to identify priority actions for delivering the Strategies and Major Initiatives contained in the Moreland Council Plan 2021-2025. This annual planning method will enable Council to be more opportunistic in the delivery of the Moreland Council Plan 2021-2025, whilst providing flexibility in responding to changing and/or unforeseen circumstances (e.g. the COVID-19 pandemic, partnerships, grant opportunities and development of the 10 Year Asset Plan and Community Infrastructure Plan etc).


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 across Council's work groups.

Gender Impact Assessment

The Gender Impact Assessment undertaken for the draft Moreland Council Plan 2021-2025 (provided as **Attachment 5**) concluded that the final Moreland Community Vision 2021-2031 and Moreland Council Plan 2021-2025 will have an overall positive impact on gender equality in Moreland. In particular, a positive impact is likely to arise from assessing gender impacts in planning for delivery of services and infrastructure to support the broader community, including women and other priority groups and disadvantaged community members.


Community impact

Feedback received from the Imagine Moreland engagement program, including the development of the Moreland Community Vision 2021-2031, has assisted in the determining of goals, initiatives and priorities to support the overall health and wellbeing of the community. Feedback received provided positive suggestions in the effort to address community, social, health and wellbeing impacts, which have been considered in the development of the Moreland Council Plan 2021–2025.

For the first time at Moreland, we have included the Municipal Public Health and Wellbeing Plan (MPHWP) in the Moreland Council Plan 2021-2025. Throughout this plan, we have used  to signify health and wellbeing priorities.

Climate emergency and environmental sustainability implications

Feedback received from the Imagine Moreland engagement program, including the development of the Moreland Community Vision 2021-2031, has assisted in the determining of goals, initiatives and priorities for the overall environmental sustainability of the municipality. Positive suggestions received in the effort to address climate emergency and environmental impacts have been considered in the development of the Moreland Council Plan 2021–2025.

Council's commitment to provide strong leadership by reducing the greenhouse gas pollution that causes climate change and by proactively preparing to avoid, withstand and recover from the inevitable impacts of climate change is set out in the Moreland Council Plan 2021-2025. To demonstrate strategic integration of our climate response as required under the *Climate Change Act 2017*, throughout the Moreland Council Plan 2021-2025 we have used  to signify climate change related priorities.

Economic sustainability implications

Feedback from the Imagine Moreland engagement program, including the development of the Moreland Community Vision 2021-2031, has assisted in the determining of goals, initiatives, and priorities for the overall economic sustainability of the municipality (as set out in the Moreland Council Plan 2021-2025 and associated Moreland Council Action Plan 2021-2022).

Legal and risk considerations

The Moreland Community Vision 2021-2031 and Moreland Council Plan 2021-2025 and processes associated with the development of these documents have been undertaken in accordance with the requirements of the *Local Government Act 2020* and the *Public Health and Wellbeing Act 2008*.

Human Rights Consideration

The implications of this report have been assessed in accordance with the requirements of the *Charter of Human Rights and Responsibilities*.

4. Community consultation and engagement

Social distancing restrictions have impacted Council's ability to undertake engagement through usual approaches. However, the Imagine Moreland engagement program was designed for a COVID-19 restricted environment and obtaining optimal reach through online and in person methods. The program is detailed in the Background section of this report and summarised below. Despite the COVID-19 restricted environment, we received over 3,200 contributions during the first stage of the Imagine Moreland engagement program and maintained a following of over 1,400 highly engaged community members through our website.

Council launched its Imagine Moreland engagement program in February 2021 to hear community ideas and aspirations for the future of Moreland.

Stage one engagement included pop-up events, workshops, postcard drawings and digital engagement to help inform a new Moreland Community Vision.

Stage two and three of engagement for Imagine Moreland comprised a community panel process. Stage two engagement was held between April and May. During this time the Community Panel collaborated over 3 days to develop the draft Moreland Community Vision 2021-2031 document.

Stage three engagement was held between May and June, the Community Panel met each week online to provide feedback to inform various Council strategies including the draft Moreland Council Plan 2021-2025, draft 10-year Financial Plan and draft 10-year Asset Plan.

Stage four engagement involved the draft Moreland Community Vision 2021-2031 and draft Moreland Council Plan 2021-2025 being made available for public viewing and feedback from 30 August until 20 September. 10 submissions were received for the draft Moreland Community Vision 2021-2031 and 24 for the draft Moreland Council Plan 2021-2025. At a Community Feedback Forum on 27 September 2021, seven community members provided their feedback directly to Council through video conferencing.

Affected persons rights and interests

Before making a decision that affects a person's rights, Council must identify whose rights may be directly affected and provide an opportunity for that person (or persons) to convey those views regarding the effect on their rights and consider those views. In this regard, all persons within the Moreland community have had an opportunity to participate in the Imagine Moreland engagement program and to provide their feedback through the public exhibition process and in person through the Community Feedback Forums.

Communications

The Imagine Moreland engagement program used multiple, diverse and targeted communication methods to ensure inclusive reach across the community. Community feedback on the draft documents was also sought and individuals invited to speak in support of their feedback at a Community Feedback Forum on 27 September 2021, following the public exhibition period.

Subject to Council's decision, the adopted Moreland Community Vision 2021-2031 and Moreland Council Plan 2021-2025 will be made available via the Moreland City Council website and a fit-for-purpose microsite. A designed summary version will also be made available at council offices and key facilities. A Mayoral launch of the Community Vision is planned to be held on 11 November 2021.

5. Officer Declaration of Conflict of Interest

Council officers involved in the preparation of this report have no conflict of interest in this matter.

6. Financial and Resources Implications

The Moreland Council Plan 2021-2025 (and Moreland Council Action Plan 2021-2022) is resourced for delivery through the 2021-22 annual budget (included in the adopted 2021-2025 Budget).

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.

7. Implementation

The Moreland Council Action Plan 2021-2022 details the first year of actions for the implementation of the Moreland Council Plan 2021-2025.

Progress on delivery of the Moreland Council Plan 2021-2025, and specifically Year 1 of the associated action plan will be monitored through quarterly and annual performance reporting via reports to Council. The first report will go to Council in February 2022.

Attachment/s

1	Moreland Community Vision 2021-2031	D21/406441
2	Moreland Council Plan 2021-2025	D21/395751
3	Community feedback from public exhibition	D21/407610
4	Moreland Council Action Plan 2021-2022	D21/416562
5	Gender Impact Assessment - Moreland Council Plan 2021-2025	D21/423010



Community Vision

Where we want to be by 2031



4.2 ADOPTION OF THE MORELAND CITY COUNCIL 10-YEAR FINANCIAL PLAN 2021-2031

Director Business Transformation Sue Vujcevic

Finance Management

Officer Recommendation

That Council:

1. Adopts the 10-year Financial Plan 2021-2031 (provided as Attachment 1) in accordance with legislative requirements of the *Local Government Act 2020*.
2. Notes that a summary of Imagine Moreland Stage 4 outcomes will be made available on Council's website, noting that all submitters who provided feedback as part of the public exhibition process will receive an email advising of the outcomes of Council's decision.
3. Authorises the Director Business Transformation to finalise the 10-year Financial Plan 2021-2031, including any minor administrative changes, professional design of the document and online version, distribution and implementation.

REPORT

Executive Summary

The *Local Government Act 2020* requires each Council to prepare a Financial Plan covering a minimum period of 10-years following each Council election. The 10-year Financial Plan 2021-2031 (the Financial Plan) was developed through deliberative engagement and covers the periods 2021-22 to 2030-31.

The purpose of this report is to seek Council adoption of the Financial Plan (shown at **Attachment 1**).

The Financial Plan is one of a number of integrated documents that have been developed to provide a robust and transparent system of financial management aligned to the longer-term aspirations for Moreland as expressed in the newly developed Community Vision and Council Plan – 'Many Faces, One Moreland'.

The Financial Plan is also an important document as it sets out broadly how Council can fund essential services and projects in coming years. The Financial Plan is a decision-making tool to identify Council's current and projected financial capacity to meet Council's future needs in providing services and facilities to the community based on the goals and aspirations of the Council Plan. The long-term outlook for Council displays prudent financial management.

The draft Financial Plan was presented to Council at its meeting on the 26 August 2021 and subsequently went out to Public Exhibition for 22 days. Two submissions were received, and they can be viewed at **Attachment 2**, which includes a Council Officer response to submissions received. The feedback received resulted in an administrative error in the correction to the dates relating to the Imagine Moreland engagement program, however Council Officers do not recommend any other changes to the final Financial Plan in response to submissions received.

Since public exhibition of the draft Financial Plan, Council Officers have updated the forecast actuals to reflect the actual 2020-21 numbers as well as the repayment of the \$8.0 million loan in 2021-22, endorsed by Council at the 23rd September 2021 Special Council meeting.

Previous Council Decisions

Draft Moreland City Council 10-Year Financial Plan 2021-2031 – 26 August 2021

That Council:

1. *Endorses the draft 10-year Financial Plan 2021-2031, at Attachment 1 to this report, for the purpose of community exhibition.*
2. *Invites feedback on the draft 10-year Financial Plan 2021-2031 for the public exhibition period, from 30 August 2021 until 5pm on 20 September 2021.*
3. *Makes the draft 10-year Financial Plan 2021-2031 available on the Council website and hard copies available at the three civic centres and all libraries.*
4. *Considers community feedback received, including at two Community Feedback Forums to be held Monday 27 September 2021 and Tuesday 28 September 2021.*

1. Policy Context

In accordance with section 91 of the *Local Government Act 2020*, Council must:

- a) Develop, adopt and keep in force a Financial Plan for at least the next 10 financial years in accordance with its deliberative engagement practices.

The Financial Plan must be prepared in accordance with Council's deliberative engagement practices by 31 October in the year following a general election.

2. Background

The Financial Plan looks at the assumptions and budget parameters that have been applied to the 4-year budget and extends these out into years 5 to 10 in order to give a long-term view of Council's financial viability and outcomes.

Each year the 10-year Financial Plan will be reviewed and updated to reflect the circumstances of Council at the time, and any proposed changes will be considered for adoption by Council as a part of the annual budget process.

Under the *Local Government Act 2020*, and in accordance with Council's newly adopted Community Engagement Policy, Council is required to prepare the Financial Plan in accordance with its deliberative engagement practices in future years.

The Financial Plan is included as **Attachment 1** to this report.

3. Issues

The preparation of a 10-year Financial Plan generates improved information to guide Council's decisions about the need, timing and priority of proposed expenditure. Key financial indicators are also used to monitor Council's long-term financial sustainability are in line with established benchmarks.

The Financial Plan seeks to ensure we have the financial capacity to continue to provide service levels which meet the needs of our community in a financially sustainable way by:

- Maintaining a modest operating surplus over the life of the Financial Plan whilst spending on renewal and upgrade of community assets;
- Striving to continually improve the way that we deliver our existing and future services and proactively seeking out savings without affecting service delivery levels to the community;
- Monitoring our asset condition data and prioritising the renewal of community infrastructure and facilities;

- Addressing the increasing costs, environmental impacts and potential service changes to council waste services. This includes a transition to a four-bin service to reduce waste to landfill and improve the quality of recyclables;
- Monitoring and planning for the ongoing demand for new infrastructure driven by growth, changes in demographics, and increasing community expectations via the development of a comprehensive and evidence driven Community Infrastructure Plan that is discussed and supported by the community;
- Saving for significant investment in placemaking projects (such as the Glenroy Community Hub, Saxon Street Community Redevelopment). Placemaking projects capitalise on a community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and wellbeing';
- Saving for the 'Parks close to home' strategies that will utilise a large proportion of the broader open space reserve funding to fill open space gaps across Moreland. Not only creating and improving access to open space in the area but ensuring new parks and locations are sought opportunistically each year;
- Saving for significant investment in aquatic projects including the Fawkner and Coburg Leisure Centres. Upgrading and maintaining Aquatic and Leisure Facilities as outlined in the Moreland Aquatic and Leisure Strategy. Unlike general building infrastructure, Council's six facilities aquatic infrastructure have a life cycle of approximately 50 years and significant ongoing investment is required. Investment in this strategy reinforces Council's commitment to improving the health and wellbeing of residents by providing infrastructure and services that support good health outcomes;
- Maximise external contributions in relation to Development Contributions and Open Space Contributions;
- Ensuring that our debt and interest profile remains at a level that is low enough to guarantee our capacity to service and repay this debt into the future;
- Operating within the key financial indicators and benchmarks to ensure we maintain a sound financial position;
- Advocate strongly within the sector to secure funding where possible and strive to increase sustainable opportunities to diversify Council's revenue base.

In summary, Moreland Council is committed to ensuring the responsible and the maximum allocation of funds to initiatives to progress the ongoing and future needs of the Moreland community.

Submissions received to the draft Financial Plan

The draft Financial Plan was presented to Council at its meeting on the 26 August 2021 and subsequently went out to Public Exhibition for 22 days. Two submissions were received, and they can be viewed at **Attachment 2**, which includes a Council Officer response to submissions received. The feedback received resulted in an administrative error in the correction to the dates relating to the Imagine Moreland engagement program, however Council Officers do not recommend any other changes to the final Financial Plan in response to submissions received.

Since public exhibition of the draft Financial Plan, Council Officers have updated the forecast actuals to reflect the actual 2020-21 numbers as well as the repayment of the \$8.0 million loan in 2021-22, endorsed by Council at 23 September 2021 Special Council meeting.

Human Rights Consideration

The implications of this report have been assessed in accordance with the requirements of the Charter of Human Rights and Responsibilities.

4. Community consultation and engagement

Council launched its Imagine Moreland engagement program in February 2021 to hear community ideas and aspirations for the future of Moreland.

Stage one engagement included pop-up events, workshops, postcard drawings and digital engagement to help inform a new Moreland Community Vision.

Stage two and three of engagement for Imagine Moreland comprised a community panel process. Stage two engagement was held between April and May. During this time the Community Panel collaborated over 3 days to develop the Moreland Community Vision document.

Stage three engagement was held between May and June, the Community Panel met each week online to provide feedback to inform on various Council strategies including the draft Council Plan, draft 10-year Financial Plan and draft 10-year Asset Plan.

In the next stage of the engagement process, the draft Moreland Community Vision 2021-2031, draft Moreland Council Plan 2021-2025 and draft 10-year Financial Plan were made available for public viewing and feedback from 30 August until 20 September. 10 submissions were received for the Community Vision, 24 submissions were received for the 4-year Council Plan and two submissions were received for the 10-year Financial Plan.

A Community Feedback Forum was held on Monday 27 September 2021 to provide community members with the opportunity to talk about their feedback directly with Council and have their views heard.

5. Officer Declaration of Conflict of Interest

Council officers involved in the preparation of this report have no conflict of interest in this matter.

6. Financial and Resources Implications

Costs associated with the preparation of the Financial Plan, including the cost of public exhibition, are funded from the 2021-22 operating budget allocations.

7. Implementation

Subject to Council's decision, the 10-year Financial Plan will be published on Council's website.

Attachment/s

1	10-Year Financial Plan 2021-2031	D21/430989
2	Community feedback from public exhibition of the 10-Year Financial Plan 2021-2031	D21/431665

