



CLIMATE CHANGE
Think globally, act locally



CITY OF GREATER DANDENONG
Climate Emergency Strategy
2020 – 2030 ACTION PLAN



Contents

Introduction.....	2
Theme 1. Leadership & Governance	6
Theme 2. Community Wellbeing & Culture	14
Theme 3. Business & Economy	23
Theme 4. Energy & Buildings.....	30
Theme 5. Biodiversity and Open Space	42
Theme 6. Transport & Movement	55
Theme 7. Assets, Infrastructure and Land Use Planning	63
Theme 8. Waste & Resources.....	71



Council Plan

The *Council Plan 2017–21* identifies six objectives that guide Council's direction until 2021. These objectives represent a collaboration of ideas shared by Council and the community:

1. **A vibrant, connected and safe community**
2. **A creative city that respects and embraces its diversity**
3. **A healthy, liveable and sustainable city**
4. **A city planned for the future**
5. **A diverse and growing economy**
6. **An open and effective Council**

The *Council Plan*, recognising the need for the City to prepare for climate change, identified the development of a Climate Change Strategy as a key priority.

Climate Emergency Declaration

On Tuesday 28 January 2020, Greater Dandenong Council voted unanimously on a Notice of Motion to declare a 'Climate and Ecological Emergency'.

The notice of motion states that:

- The *Climate Emergency Strategy and Action Plan* gives priority to policy and actions that will provide for both mitigation and adaptation in response to accelerating global warming and climate change to drive emergency action to reduce greenhouse gases in line with global efforts to keep global warming below 1.5°C; and

That this continues to be emphasised as a key priority in the next Council Plan.

Climate Emergency Strategy

The *Greater Dandenong Climate Emergency Strategy 2020–30* adopted by Council on 24 August 2020 sets out Council's vision in response to the climate emergency:

The City of Greater Dandenong is a resilient, net zero carbon emissions city.

To assist Council and the community to achieve this vision, the Strategy focused on eight specific themes, with goals, objectives and targets identified for each of these themes. Where council has direct operational control, Council objectives and targets have been identified. For those areas outside of Council's direct control, community objectives and desired targets have been identified where Council can support the community.









The eight specific themes are:

1. **Leadership & Governance**
2. **Community Wellbeing & Culture**
3. **Business & Economy**
4. **Biodiversity & Green Spaces**
5. **Energy & Buildings**
6. **Transport & Movement**
7. **Assets, Infrastructure & Land Development**
8. **Waste & Resources**

The *Climate Emergency Strategy Action Plan* ('the Action Plan') sets out the detailed actions that Council will seek to implement over the coming 5 years. The Strategy's themes, goals and objectives are summarised in Figure 1 on the following pages.

While Council can influence climate related outcomes, we cannot do it alone. If we are to achieve this vision, we need to provide leadership that helps mobilise our community, other levels of government, our partners and key stakeholders to act.



<p>VISION Review in 10 years</p>	<p>The City of Greater Dandenong is a resilient, net zero carbon city.</p>							
<p>THEMES Review in 10 years</p>	 <p>Leadership & Governance</p>	 <p>Community Wellbeing & Culture</p>	 <p>Business & Economy</p>	 <p>Energy & Buildings</p>	 <p>Biodiversity & Green Spaces</p>	 <p>Transport & Movement</p>	 <p>Assets, Infrastructure & Land Development</p>	 <p>Waste & Resources</p>
<p>GOALS Review in 10 years</p>	<p>A city leading its community's climate change response</p>	<p>A climate resilient city shaped by its community's shared values</p>	<p>A city with a thriving and resilient net zero carbon economy</p>	<p>A city of energy efficient buildings powered by clean energy</p>	<p>A city that is cool and green</p>	<p>A city well connected through Low Carbon transport</p>	<p>A city with a built environment supporting the community's resilience to climate change</p>	<p>A city of low waste through efficient resource use</p>
<p>COUNCIL OBJECTIVE Review in 5 years</p>	<p>Lead the City of Greater Dandenong's efforts to reduce emissions and increase resilience to climate change</p>	<p>Council's services supporting the community remain resilient under a range of climate scenarios</p>	<p>Council's services supporting the local economy remain resilient under a range of climate scenarios</p>	<p>Reducing Council's carbon emissions through efficient use of clean renewable energy</p>	<p>Increased canopy cover and carbon storage through Council's streets and open spaces</p>	<p>Increasing Council's use of active and low carbon transport options</p>	<p>Reducing risks from climate change impacts to Council's assets and infrastructure</p>	<p>Reducing the environmental impacts from Council's use of resources</p>
<p>COMMUNITY OBJECTIVE Review in 5 years</p>	<p>An engaged and mobilised community responding to the climate emergency</p>	<p>An engaged community taking action to stay healthy in a changing climate</p>	<p>Engaged local business and industry taking action to increase resilience and transition to a net zero carbon economy</p>	<p>A reduction in the community's carbon emissions through efficient use of clean renewable energy</p>	<p>A greener, cooler city reducing urban heat island impacts and helping to drawdown carbon levels</p>	<p>Increasing community access to and use of active and low carbon transport options</p>	<p>Reducing climate change risks to our community through resilient assets and infrastructure</p>	<p>Reducing the impacts from our community's use of resources and generation of waste</p>
<p>ACTIONS Review in 5 years</p>	<p>Found in the body of the <i>Climate Emergency Strategy Action Plan</i> for each theme. Reviewed in 5 years.</p>							



Role of Council

The *Action Plan* acknowledges that Council will take on a range of active and passive roles to achieve the implementation of the *Climate Emergency Strategy's* vision, including:

- **Planning & Decision Making**
- **Asset Planning & Improvement**
- **Strategy & Policy Development**
- **Regulatory**
- **Funding & Grants**
- **Education & Engagement**
- **Advocacy**

Action Plan Implementation

The *Climate Emergency Strategy 2020-30* sets Council's long-term vision. To achieve this vision, Council needs to provide leadership that helps mobilise our community, other levels of government, our partners and key stakeholders to act. This will require substantial changes to the way that Council and its community address climate change, in particular:

1. Council to take an integrated 'whole-of-organisation' approach to climate change across its own operations.
2. Council to support its community to lead effective responses to climate change. Council recognises that while everyone has a role to play, it must demonstrate leadership and empower others to act.

This *Action Plan* identifies Council's actions over the next 5 years where it:

- It has direct operational control (**Council Objectives**)
- It seeks to influence and support the community, other levels of government, our partners and key stakeholders to act. (**Community Objectives**)

To further Council's ability to effectively mobilise the community and others, the first few years of the *Action Plan* focuses on building Council's capacity by putting in place actions that aim to create the 'whole-of-organisation' response to the Climate and Ecological Emergency required to achieve the best outcomes for the municipal community, including future generations.



Action Plan Timeframes & Resources

The timings of each action are as follows:

Immediate actions	already commenced, or to commence within the next 6 months (before 2021)
Short-term actions	to commence within the next 6 – 18 months (before 2022)
Medium-term actions	to commence within the next 18 months to 3 years (before 2024)
Long-term actions	to commence within the next 3 to 5 years (before 2025)
Ongoing	occurring on an ongoing basis each year, or as opportunities arise

While the actions detailed in the *Action Plan* are currently considered within Council's sphere of influence, the *Action Plan* does not indicate that resources are currently or will be available in the future for any specific action. Council's resources are determined annually by Council and other stakeholders.

When resources are available, actions will generally be resourced according to their stated timeline as recommended by this plan.

This *Action Plan* recommends staged timelines for implementation. These recommended timeframes consider the complexity and nature of each action, some of which will require further investigation or collaboration with external parties before they can be implemented. The relevance of some actions, or their timing, may change due to the availability of resources.

Each of the actions has a stated Outcome / Indicator and each Directorate in Council has actions within this Action Plan. During the annual Business Planning and Budgeting process, each Directorate considers all endorsed Action Plans. The planning should take into account the recommended Action Plan timeframes and resourcing considerations set out in this plan.

Monitoring, Reporting and Review

Ongoing monitoring reporting and review of the implementation of the plan will involve:

- Council's corporate reporting system will provide the framework for the annual monitoring and reporting of the Action Plan's implementation.
- An annual progress summary report on the implementation of the *Greater Dandenong Climate Emergency Strategy and Action Plan*, which will be made public on Council's website. The report will provide a summary of the key achievements of the past 12 months and progress to date.
- An internal operational evaluation of this Climate Emergency Strategy and Action Plan will occur after 5 years (2025–26) to enable a review of the effectiveness and relevance of the objectives and actions. A report on the five-year evaluation and review will be tabled at a Council meeting for noting.
- A full review of the Greater Dandenong Climate Emergency and Action Plan in 2030.

As implementation of this *Action Plan* progresses, Council anticipates further understanding of climate change impacts will develop, and new opportunities for climate mitigation and adaption will be identified. Additional opportunities will also emerge from changes to State and Federal government policies and programs, as well as available information, data and technology.

To ensure this *Climate Change Emergency Strategy and Action Plan* remains relevant, newly identified actions will be assessed and prioritised to ensure the continued implementation of the most effective climate change mitigation and adaptation measures. Where appropriate, new actions identified for implementation will be incorporated into Council's internal monitoring and reporting processes and a revised *Action Plan*.



Theme 1. Leadership & Governance

Goal: A City leading its community's climate change response.

Strategic Objective – Council

1.1 – Lead the City of Greater Dandenong's efforts to reduce emissions and increase resilience to climate change

Target: Reduce Council's emissions to Net Zero Carbon by 2025

Measure: Council's GHG emissions

Baseline: 2007/08 – 14,688t CO₂e

Target: Embedding consideration of inherent risks and impacts of climate change into all relevant Council policies, strategies and plans by 2025.

Measure: Explicit reference to climate change in Council policies, strategies and plans.

The next five years – Council's Areas of Focus

	Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
1.1.1 – Highly engaged staff supporting a whole of organisation response to climate change						
A	With support from leaders across Council, raise staff awareness of the global <i>Climate and Ecological Emergency</i> . Our united corporate culture will focus on embedding climate change mitigation and resilience into decision-making processes, through strategic policies and strategies, day-to-day service delivery and workplans and performance measures.	Education & Engagement Planning & Decision Making Policy & Strategy Development	Ongoing	Council's Internal Sustainability Advisory Group	Staff and Councillor survey (Benchmark established in 2020–21) Develop an annual program of staff training activities	Within anticipated operational budgets
B	Increase capacity of Council's Sustainability Team to facilitate implementation of the Climate Change Emergency Strategy and Action Plan.	Education & Engagement Planning & Decision Making	Immediate	Planning & Design	Employment of an additional Sustainability Planning Officer (3 years – Full Time position)	\$84,000 allocated in 2020–21 Budget
C	Inclusion of roles and responsibilities in position descriptions that facilitate internal champions and accountability for Council's response to the climate and ecological emergency.	Planning & Decision Making	Immediate	Council's Internal Sustainability Advisory Group	Updated position descriptions for all staff	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
1.1.2 – A sustainable Council that has embedded consideration of climate change impacts and risks into its key governance documents and decision-making processes						
A	Develop a <i>Climate & Ecological Emergency Policy</i> to drive Council's climate change mitigation and adaptation objectives and principles, along with organisational roles and responsibilities.	Policy & Strategy Development	Immediate	Council's Internal Sustainability Advisory Group	<i>Climate & Ecological Emergency Policy</i> adopted by Council in 2020–21	Within anticipated operational budgets
B	Development of next Council Plan (2021–25) – Continue to emphasise actions that will provide for both mitigation and adaptation in response to accelerating global warming and climate change processes. This is to place emphasis on responding to the <i>Climate Emergency Strategy</i> actions and reducing carbon emissions to meet the Paris Agreement's lower target of keeping global warming below 1.5 degrees.	Policy & Strategy Development Planning & Decision Making	Immediate	Council's Internal Sustainability Advisory Group Corporate Services	Council Plan (2021–24)	Within anticipated operational budgets
C	Council's internal Sustainability Advisory Group will oversee the implementation of the <i>Climate Emergency Strategy</i> and provide leadership and guidance to management on decision making.	Planning & Decision Making	Ongoing	Council's Internal Sustainability Advisory Group	Implementation of the <i>Climate Emergency Strategy</i>	Within anticipated operational budgets
D	Development or update of Council's policies, strategies and plans – Implement processes to ensure explicit reference and consideration of climate change is aligned and incorporated into all corporate documents. All managers will need to ensure that their operational planning documents align to this need.	Policy & Strategy Development Planning & Decision Making	Immediate	Council's Internal Sustainability Advisory Group	Embedding and consideration of inherent risks and impacts of climate change into all Council policies, strategies and plans by 2025	Within anticipated operational budgets
E	To facilitate a whole of organisation response to the climate emergency, Council will broaden its understanding of the impacts of climate change across its operations by assessing the: <ul style="list-style-type: none"> • Vulnerability of key Council assets and services across its operations to climate risks and the impacts on its service delivery and finances. • Current adaptative capacity of Council to lead and mobilise the community to build environmental resilience in response to the declaration of a Climate and Ecological Emergency. 	Planning & Decision Making	Immediate	Council's Internal Sustainability Advisory Group	Significantly lowered risk profile for community members and Council's fixed assets and services See Actions as indicated in this document	\$25,000 funded in 2019/20 for SECCCA Vulnerability Assessment Project Funding subject to annual operational budgets being approved as part of Council's annual budget



	Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
F	Prioritisation of possible actions identified through the vulnerability assessments to ensure Council focuses on implementation of the most effective mitigation and adaptation measures identified.	Planning & Decision Making	Short	Council's Internal Sustainability Advisory Group	Development of relevant criteria used to assess and prioritise the suitability of possible options identified through vulnerability assessments and other means.	Funding subject to annual operational budgets being approved as part of Council's annual budget
G	In line with the principles of continuous improvement, an evaluation framework will be developed (Evaluation Plan) to guide an internal operational review of this Strategy and Action Plan after 5 years to evaluate the effectiveness and relevance of the objectives and actions, with a report on the review to be tabled at a Council meeting for noting. Additional monitoring and evaluation will be achieved through: <ul style="list-style-type: none"> Annual monitoring of the progress towards the objectives targets and actions outlined in this Action Plan through Council's existing corporate reporting processes. Council will provide an annual summary on its website of the progress towards targets and highlight key outcomes. A complete evaluation and update of the Action Plan will be undertaken by FY 2024/25 	Planning & Decision Making	Ongoing	Planning & Design Council's Internal Sustainability Advisory Group	Annual monitoring and reporting program Review and update of <i>Climate Emergency Strategy and Action Plan</i> by FY 2025/25 through development of a comprehensive Evaluation Plan	Within existing operational budgets
H	Develop organisational KPIs to monitor Council's progress towards key objectives and targets in the Climate Emergency Strategy.	Planning & Decision Making	Short	Corporate Services	Organisational KPIs developed and incorporated into Council's corporate reporting and risk register	Within existing operational budgets
I	Assess Council's opportunities to support global efforts to shift investment away from fossil fuels into clean energy alternatives and sustainable industries.	Policy & Strategy Development	Short	Corporate Services	Assessment of fossil fuel divestment as part of the review of Council's Investment Policy	Within anticipated operational budget
J	Council to continue considering and analysing the financial implications of climate change on Council's assets and services and identify strategies to embed climate change into Council's financial decision-making processes.	Planning & Decision Making Policy & Strategy Development	Ongoing	Planning & Design Corporate Services	Strategies to embed climate change into the budget process will be developed by June 2021 Explicit reference to climate change in Council's Annual Budget and Long-Term Financial Strategy	Within anticipated operational budget



	Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
1.1.3 – Demonstrating leadership through Council's actions to achieve net zero carbon emissions across its operations by 2025						
A	<p>Key measures to achieve Council's target of Net Zero Carbon Emissions by 2025 include:</p> <ul style="list-style-type: none"> • PPA – 100% renewable electricity • New buildings being designed to achieve Net Zero Carbon Emissions • Increasing energy efficiency of existing buildings • Increasing uptake of electric vehicles • Increase uptake of solar systems / distributed energy resources • Completing upgrade of streetlights to energy efficient technologies • Refer to the Energy and Buildings Action Plan for further details. 	Asset Planning & Improvement	Ongoing	Corporate Services Business, Engineering & major Projects	Refer to <i>Energy and Buildings Action Plan</i> within this Strategy	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
1.1.4 – Providing a forum to increase Greater Dandenong's adaptive capacity to respond to the Climate and Ecological Emergency and interrelated challenges						
A	<p>Develop and facilitate forums to consider in greater depth the interrelated nature of the challenges and fundamental changes required by Council and the community to effectively respond to the Climate and Ecological Emergency</p> <p>The purpose of these forums is to:</p> <ul style="list-style-type: none"> • Establish processes and ensure Council's actions and formulation of decisions continue to be responsive to the evolving challenges that climate change and other issues brings. • Provide ongoing opportunities to explore to a greater depth and breadth the consideration of the issues related to decision making and formulating actions, • Explore the space between the 'possible' and 'probable'. • Consider in greater depth the interrelated issues such as population growth, sustainability, climate change, water, governance, health and wellbeing, economic development, infrastructure and biodiversity decline. • Increase Greater Dandenong's adaptive capacity to respond to the impacts of the climate emergency • Realise potential opportunities arising, such as the global low-carbon energy revolution that will transform the global economy in coming decades. 	Planning & Decision Making	Short	Internal Sustainability Advisory Group Planning & Design	Management and staff-oriented forums will commence in 2020–21 Significantly lowered risk profile for community members and Council's fixed assets	Within anticipated operational budgets



Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
1.1.5 – Council plans and policies provide a framework to assist in supporting an integrated and inclusive approach to community mitigation and adaptation					
<p>Embed consideration of climate change into the development of Council's 2021–25 Council Plan and supporting strategic documents.</p> <p>Council's updated Community Wellbeing Plan will be incorporated into the new 2021–25 Council Plan. Under the Climate Change Act 2017, Councils are required to 'have regard to climate change' when preparing a municipal public health and wellbeing plan.</p> <p>A Other key supporting documents that will be the initial focus of embedding consideration of climate change impacts and risks include:</p> <ul style="list-style-type: none"> • Corporate Risk Register • Long Term Financial Strategy • Asset Management Plan • Local Economic & Employment Development Strategy • Access, Diversity & Equity Policy 	<p>Planning & Decision Making</p>	<p>Ongoing</p>	<p>Planning & Design</p>	<p>All relevant Council Plans, Strategies and Policies to be updated with reference to climate change by FY 2024/25</p>	<p>Within existing operational budgets</p>



Strategic Objective – Community

1.2 – An engaged and mobilised community responding to the climate emergency

Target: Increased recognition by our community of the importance of responding to climate change

Measure: Climate change question incorporated into the Annual Community Satisfaction Survey

Baseline: Baseline: To be established

The next five years – Council’s Areas of Focus

	Actions	Council’s Role	Timeframe	Responsibility	Outcome / indicator	Resources
1.2.1 – An engaged and mobilised community actively supporting efforts to make Greater Dandenong a resilient city doing its fair share to limit global warming to below 1.5o C.						
A	Procurement of a mobile Community Environment Centre to enhance Council’s provision of existing community environmental awareness and education programs.	Education & Engagement	Immediate	Planning & Design / Business, Engineering and Major Projects	A mobile Community Environment Centre secured for Council by the end of 2020–21	\$160,000 in 2020–21 Budget for mobile Centre
B	<p>Assess current activities and new opportunities to inform and work with the community to increase awareness of climate change impacts to health and wellbeing and opportunities to reduce these risks in response to the Climate and Ecological Emergency.</p> <p>Actions include:</p> <ul style="list-style-type: none"> • Opportunities to work with its diverse multicultural communities to raise awareness of climate change, and support community actions to mitigate greenhouse gas emissions and build environmental resilience. • Delivery of awareness and engagement programs and activities through a diverse range of approaches to maximise effectiveness and reach within the community. This includes working with key local community groups and networks, including grassroots community climate organisations. • Assessment of the current capacity of Council to mobilise the community to build environmental resilience in response to the declaration of a Climate and Ecological emergency. 	Planning & Decision Making	Short	Planning & Design	Development of <i>Climate Change Community Engagement & Mobilisation Plan in 2020–21</i>	Within existing operational budgets



	Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
C	Identify opportunities that explain to the community the emerging risks due to climate change and develop a range of practical and realistic actions that the community can take or apply in their homes or at work.	Planning & Decision Making Education & Engagement	Ongoing	Planning & Design	Council's community engagement material remains relevant and effective	Within existing operational budgets
1.2.2 – Council plans and policies provide a framework to assist in supporting an integrated and inclusive approach to community mitigation and adaptation.						
A	<p>Embed consideration of climate change into the development of Council's <i>2021–25 Council Plan</i> and supporting strategic documents.</p> <p>Council's updated <i>Community Wellbeing Plan</i> will be incorporated into the new <i>2021–25 Council Plan</i>. Under the <i>Climate Change Act 2017</i>, Councils are required to 'have regard to climate change' when preparing a municipal public health and wellbeing plan.</p> <p>Other key supporting documents that will be the initial focus of embedding consideration of climate change impacts and risks include:</p> <ul style="list-style-type: none"> • Corporate Risk Register • Long Term Financial Strategy • Asset Management Plan • Local Economic & Employment Development Strategy • Access, Diversity & Equity Policy 	Planning & Decision Making	Ongoing	Planning & Design	All relevant Council Plans, Strategies and Policies to be updated with reference to climate change by FY 2024/25	Within existing operational budgets
1.2.3 – Work with key stakeholders to participate in collaborative mitigation and adaptation opportunities across the municipality and region.						
A	<p>Advocacy by Greater Dandenong City Council calling for the State and Federal governments to:</p> <ol style="list-style-type: none"> Declare a Climate and Ecological Emergency Develop programs to drive emergency action to reduce greenhouse gases and meet the lower target of the Paris Agreement to keep global warming below 1.5 degrees Establish a <i>National Climate Response Plan</i> that involves the three levels of government mitigating climate-caused risks based on climate science evidence. 	Advocacy	Short	Executive and Councillors	Significantly lowered risk profile for Council and the community	Within existing operational budgets



	Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
B	<p>Advocacy by Greater Dandenong City Council calling for the State government to increase:</p> <ul style="list-style-type: none"> • Clarity on local governments roles and responsibilities. • Capacity of local governments to carry out their responsibilities • Clarity on potential legal liabilities faced by local government and processes to manage these liabilities. 	Advocacy	Short	Executive and Councillors	Significantly lowered risk profile for Council and the community	Within existing operational budgets
C	<p>Council to work collaboratively with key partners and stakeholders to support and help facilitate regional and local responses that increase our resilience to climate change. For example:</p> <ul style="list-style-type: none"> • South East Melbourne (SEM) – whose priorities include creating the infrastructure needed for a connected community. • Monash National Employment and Innovation Cluster – which has a focus on transforming the regions transport network and developing public open space and community infrastructure. • Dandenong Integrated Water Management Forum – which has been established to identify, prioritise and implement collaborative integrated water management opportunities across the Dandenong Creek catchment. • Municipal Association of Victoria (MAV) – whose priorities include supporting Councils in understanding and preparing for the risks of climate change. 	Advocacy Planning & Decision Making	Ongoing	Relevant Departments	Significantly lowered risk profile for Council and the community	Within existing operational budgets
D	<p>Continue to increase Council's capacity to respond to the Climate and Ecological Emergency through participation in regional local government forums that provide opportunities for peer-to-peer learning and collaboration on activities and programs.</p> <p>This includes Council's continued participation in local government forums such as SECCCA, CASBE, Cities for Power Partnership, Climate Emergency Australia and other forums where appropriate.</p>	Advocacy Planning & Decision Making	Ongoing	Planning & Design	Increased responsive capacity of Council through shared learnings and ability to participate in collaborative projects beyond the scale of an individual council	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget.
E	<p>Advocate to key partners and stakeholders for support to enable local businesses to participate in a regional Power Purchase Agreement (PPA) to reduce energy costs and significant reductions in carbon emissions.</p>	Advocacy Planning & Decision Making Funding and Grants	Short	Planning & Design / Business, Engineering and Major Projects	Advocacy seeking support to facilitate the ability of local businesses to participate in a PPA	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget.



Theme 2. Community Wellbeing & Culture

Goal: An engaged and mobilised community responding to the climate emergency

Strategic Objective – Council

2.1 – Council’s services supporting the community to remain resilient under a range of climate scenarios.

Target: Assessment of the vulnerability to climate change of key health and emergency management services provided by Council to its community.

Measure: Vulnerability Assessments undertaken

Baseline: Baseline to be established through vulnerability assessments

The next five years – Council’s Areas of Focus

	Actions	Council’s Role	Timeframe	Responsibility	Outcome / Indicator	Resources
2.1.1 – Increasing awareness within Council of the risks to health and wellbeing associated with climate change						
A	<p>Support Council’s response to the <i>Climate and Ecological Emergency</i> by increasing organisational adaptive capacity and staff awareness to facilitate actions that help reduce climate change’s impacts on the health and wellbeing of our community.</p> <p>This includes increasing awareness within Council that policies and initiatives across areas such as transport, roads, parks, urban forests, biodiversity, waste, land use, housing and urban planning, recreation, and creating safe public places can lead to improved health outcomes, as well as reduce emissions and support adaptation actions.</p> <p>To assist this process, a schedule of climate change impact awareness and training programs for management and staff will be developed annually. The focus is to increase the organisation’s adaptative capacity.</p>	Education & Engagement	Ongoing	Council’s internal Sustainability Advisory Group Community Services	Develop an annual program of staff training activities	Within anticipated operational budgets
B	<p>Inclusion of roles and responsibilities in position descriptions that facilitate internal champions and accountability for Council’s response to the climate and ecological emergency through its community health, well-being, and emergency management related actions.</p>	Planning & Decision Making	Immediate	Community Services	Updated position descriptions for all staff	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
C	Review the climate change risks relevant to health, well-being, and emergency management as part of the review of Council's Risk Register. This includes assigning identified risks to responsible risk owners.	Planning & Decision Making	Immediate	Corporate Services	Climate Change embedded into council's corporate risk register by June 2021	Within anticipated operational budget
2.1.2 – Enhancing the capability and capacity of Council's services to respond to climate change's impacts on the community's health and wellbeing.						
A	<p>Embedding consideration of climate change into the development of Council's <i>2021–25 Council Plan</i>.</p> <p>Council's updated <i>Community Wellbeing Plan</i> will be incorporated into the new <i>2021–25 Council Plan</i>. Under the <i>Climate Change Act 2017</i>, Councils are required to 'have regard to climate change' when preparing a municipal public health and wellbeing plan.</p> <p>The <i>Victorian Public Health and Wellbeing Plan 2019–2023</i> recognises that climate change is a leading threat to health and wellbeing and tackling climate change and its impact on health is included as one of four key focus areas in the plan.</p>	Policy & Strategy Development	Short	Corporate Services Community Services	Climate Change emphasised as a key priority in the next Council Plan (2021–25)	Within anticipated operational budget
B	<p>Incorporate community health and well-being as part of the vulnerability assessments to climate change to increase understanding of physical and financial impacts to Council's assets and service delivery.</p> <p>A pilot project assessing the vulnerability of Council's open space assets and services will be undertaken as part of SECCCA's Vulnerability Assessment Project.</p> <p>This pilot project will inform further vulnerability assessments of Council's assets and services to commence in 2021.</p>	Planning & Decision Making	Short – Medium	Community Services	Vulnerability assessments of key community services to commence in 2020/21	<p>\$25k from 2019/20 budget</p> <p>Funding subject to annual operational budgets being approved as part of Council's annual budget</p>
C	<p>Assess Council's adaptive capacity to respond to the impacts of the climate emergency on community health, well-being, and emergency management actions.</p> <p>Take advantage of opportunities to increase resilience in these above areas.</p>	Planning & Decision Making	Short	Community Services	Review of the adaptive capacity as part of vulnerability assessments	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
D	Assess and plan for the implementation of prioritised actions based on the outcomes of the vulnerability assessments.	Planning & Decision Making	Medium	Community Services	Prioritisation of actions from vulnerability assessments as part of broader decision-making approach	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget.
E	Continue Council's participation in the project to further develop <i>How Well Are We Adapting</i> , a web-based climate change adaptation monitoring, evaluation and reporting tool for Victorian local governments. Through an internal reporting section, the tool has been developed to help local government staff track the impacts on Council services and assets and evaluate responses over the long term to understand how well they are adapting to climate change. One of the focus areas for the tool is monitoring and reporting Council's approach to Community Wellbeing and Emergency Management.	Planning & Decision Making	Ongoing	Planning & Design Community Services	Use of <i>How Well Are We Adapting</i> to monitor, evaluate and report how Council is adapting to climate change	\$5,000 for 2020/21
2.1.3 – Enhancing Council's emergency management capability and capacity to increase community resilience to climate change impacts.						
A	Review the climate change risks relevant to Council's emergency management as part of the review of Council's <i>Risk Register</i> . This includes assigning identified risks to responsible risk owners.	Planning & Decision Making	Immediate	Corporate Services	Climate change embedded into Council's revised Corporate Risk Register by June 2021	Within anticipated operational budgets
B	Assess emergency management as part of the vulnerability assessments to climate change to increase understanding of physical and financial impacts to Council's assets and service delivery.	Planning & Decision Making	Short – Medium	Corporate Services	Vulnerability assessments of key assets and services to commence in 2020/21	\$25,000 from 2019/20 budget Funding subject to annual operational budgets being approved as part of Council's annual budget.
C	Assess Council's adaptive capacity to respond to the climate and ecological emergency's impacts to community health and well-being and emergency management related actions and to take advantage of opportunities to increase resilience.	Planning & Decision Making	Short – Medium	Corporate Services	Review of the adaptive capacity as part of vulnerability assessments	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
D	Assess and plan for the implementation of prioritised actions based on the outcomes of the vulnerability assessments.	Planning & Decision Making	Medium	Corporate Services	Prioritisation of actions from vulnerability assessments as part of broader decision-making approach	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
E	<p>Embed consideration of climate change risks into Council's risk and emergency management system and processes to strengthen preparation for more frequent and severe emergency weather events.</p> <p>Documents to be reviewed and updated include:</p> <ul style="list-style-type: none"> • Risk Management Strategy 2014-18 • Risk Management Policy 2015 • Risk Management Procedures 2015 • Community Safety Plan 2015–22 • Fire Management Plan 2015-17 • CGD Heatwave Subplan 2016 • OH&S Policy – Extreme Weather Guidelines 2016 • Municipal Emergency Management Plan 2018 • Occupational Health and Safety Policy • Overarching Business Continuity Plan 	Policy & Strategy Development	Short	Corporate Services	<p>Climate change embedded into update of 2018 <i>Municipal Emergency Management Strategy</i></p> <p>Emergency management plans reviewed and updated to include consideration of climate change</p>	Within anticipated operational budgets



Strategic Objective – Community

2.2 – An engaged and mobilised community responding to the climate emergency.

Target: A reduction in the vulnerability of our community to the impacts of climate change.

Measure: Climate Vulnerability Index Assessment (Baseline to be established 2020–21)

The next five years – Council’s Areas of Focus

	Actions	Council’s Role	Timeframe	Responsibility	Outcome / Indicator	Resources
2.2.1 – Increased community awareness of risks to health and wellbeing from climate change and their ability to manage these risks.						
A	Continue to implement Council's existing programs and activities that aim to increase community awareness of climate change impacts to health and wellbeing, and opportunities to reduce these risks.	Education & Awareness	Ongoing	Community Services	Environmental Events & activities Information promoted through Council’s website, social media platforms and other publications	Within anticipated operational budgets
B	Assess current activities and new opportunities to inform and work with the community to increase awareness of climate change impacts to health and wellbeing and opportunities to reduce these risks in response to the climate and ecological emergency. This includes opportunities to encourage and support: <ul style="list-style-type: none"> • Community understanding by providing solution-based engagement and education activities • Preparation for the increased severity and frequency of climate related emergencies • Its diverse multicultural communities’ actions to reduce emissions and build resilience 	Planning & Decision Making	Short	Planning & Design	Development of <i>Climate Change Community Engagement & Mobilisation Plan in 2020–21</i>	Within existing operational budgets
C	Continue to collaborate with Councils on the development of <i>How Well Are We Adapting</i> , a web-based climate change adaptation monitoring, evaluation and reporting tool for Victorian local governments. For residents of participating municipalities, the tool is designed to raise awareness of local climate change impacts and how to address them.	Education & Engagement	Ongoing	Planning & Design	Continued development of the <i>How Well Are We Adapting</i> tool for Council and the community	\$5,000 for 2020/21



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
D	Continue to support the effort of partners and key stakeholders' increase awareness and other activities that assist the community to prepare and manage health and wellbeing impacts from climate change.	Education & Engagement	Ongoing	Community Services	Information promoted through Council's website, social media platforms and other publications	Within anticipated operational budgets
2.2.2 – Support that helps to facilitate a prepared and resilient community managing their climate change risks.						
A	Undertake community consultation to better understand how prepared our community feel they are for significant weather events, and what changes they have implemented to cope with climate change. Consultation findings will provide an evidence base for the planning of future Council programs and activities focussed on facilitating a prepared and resilient community managing their climate change risks.	Planning & Decision Making	Short	Planning & Design	Report outlining key findings from consultation	Within anticipated operational budgets
B	Continue to provide support through Council's Community Grants Programs for community events, capacity building activities or programs focussed on environmental sustainability outcomes that: <ul style="list-style-type: none"> • Contribute to Council's vision and strategic priorities • Enhance community capacity in responding to local needs • Increase community collaboration, partnerships and intercultural connections • Contribute to improvement of community safety, health and wellbeing • Have the best sustainable outcomes for the local community. 	Funding & Grants Education & Engagement	Ongoing	Community Services	No. and value of grants provided through the Community Grants Programs that include a focus on environmental sustainability outcomes	Within anticipated operational budgets
C	The <i>Greater Dandenong Sustainability Advisory Committee</i> will support Council's response to climate change by providing input, guidance and support: <ul style="list-style-type: none"> • on the implementation of the key community priorities and community objectives of the Climate Change Strategy • communication, engagement and consultation by Council with the local community on relevant climate change matters • on the evaluation and review of the Climate Change Strategy and Action Plan 	Advocacy Education & Engagement	Ongoing	Planning & Design	Regular scheduled meetings with the Sustainability Advisory Committee	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
D	<p>Continue to work collaboratively with our partners and key stakeholders to find effective ways to inform and engage the community to build their adaptive capacity and resilience to the climate emergency.</p> <p>This is to include actions such as:</p> <ul style="list-style-type: none"> Continue working with partners (including ENLIVEN, The Lord Mayor's Charitable Foundation and the Southern Migrant Resource Centre) to implement Stage 2 of the Hot Spots project, through health promotion activities focused on community members who are vulnerable on days of extreme heat, including newly arrived migrants, older people and parents with babies and young children. Continued participation in Operation Emergency Ready, an emergency preparedness campaign organised by Greater Dandenong in partnership with Kingston Council, Frankston Council and Mornington Peninsula Shire to educate the community and ensure they are emergency ready. 	Education & Engagement	Immediate	Community Services	<p>Programs and activities undertaken with partners</p> <p>Information promoted through Council's website, social media platforms and other publications</p>	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
E	<p>Climate change is a topic of concern for young people as they will be the most impacted as the effects of climate change become more pronounced over time. Council will provide forums to enable our youth to get involved and take positive steps through its programs that:</p> <ul style="list-style-type: none"> Support our youth to participate in civic and community activities which enhance leadership and personal development Publicise and positively profile our youth and their valuable contributions to the community, through online social media platforms and print media. Facilitate opportunities for our youth to engage in community consultation. 	Education & Engagement	Ongoing	Community Services	Programs and activities undertaken to support youth	Within anticipated operational budgets
F	<p>Continue to work collaboratively with our regional partners such as ENLIVEN and SECCA to support capacity building programs targeting key community sectors to reduce the health and safety impacts of climate change.</p>	<p>Advocacy</p> <p>Education & Engagement</p> <p>Planning & Decision Making</p>	Ongoing	Planning & Design	Programs and activities undertaken with partners	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
2.2.3 – Support that facilitates accessible and equitable climate responses for our community						
A	Work with the local members of the community, community groups and health care providers to increase awareness of transport options amongst elderly members of our community and help to address barriers to access.	Education & Engagement	Short	Community Services	A part time Community Transport Officer employed in 2020–21	\$42,000 in 2020/21 budget
B	<p>To help understand and address the impacts of climate change on the vulnerable members of our community and ensure fair and equitable benefits from climate change responses, Council will seek to both inform and receive input from its advisory and reference committees, including:</p> <ul style="list-style-type: none"> • Multicultural Leaders Network • Disability Advisory Committee • Positive Ageing Advisory Committee • Sustainability Advisory Committee • Community Safety Advisory Committee. <p>The input we will be seeking includes:</p> <ul style="list-style-type: none"> • Advice to inform decision making • Involvement in planning community engagement • Testing engagement techniques to improve community engagement outcomes • Assisting communication between Council and the community 	Advocacy Education & Engagement Planning & Decision Making	Ongoing	Planning & Design	Participation in design and implementation of Community Engagement Plan Identification of specific actions aimed at reducing inequality and maximising benefits for vulnerable members of our community	Within anticipated operational budgets
C	<p>Work with key stakeholders and local community service providers to facilitate increased community awareness of existing programs that:</p> <ul style="list-style-type: none"> • Support disadvantaged households in reducing their exposure to climate risks, and minimising utility usage and costs • Assist residents' equitable access to energy 	Advocacy Education & Engagement	Ongoing	Planning & Design	Activities undertaken with key stakeholders such as the <i>Energy and Water Ombudsman Victoria</i> and local community organisations	Within anticipated operational budgets
D	Continue to provide support to individual local vulnerable households to manage potential climate impacts and risks.	Education & Engagement	Ongoing	Community Services	Activities provided by Council's Community Care services that support vulnerable older people and people with disabilities to maintain and enhance their quality of life while responding to climate change impacts	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
2.2.5 – Advocacy that helps address our community's climate change related health and safety needs and priorities.						
A	Advocate to the Australian and Victorian governments for measures that provide equitable protection for vulnerable groups as part of their policies to provide stable, low cost emission reductions through the energy sector.	Advocacy	Ongoing	Community Services	Advocacy activities undertaken	Within anticipated operational budget
B	Advocate for increased clarity from the Victorian Government on the local government sector's roles and responsibilities regarding climate change and community health and wellbeing. Building a shared understanding of the roles and responsibilities of state and local government is a priority action in <i>Victoria's Climate Change Adaptation Plan 2017 – 2020</i> .	Advocacy	Immediate	Community Services	Greater clarity provided by Victorian Government on role of local government. For example: <i>Updating of Municipal Public Health and Wellbeing Planning: Having Regard to Climate Change (2012)</i>	Within anticipated operational budget
C	Advocate to the Australian and Victorian governments for: <ul style="list-style-type: none"> for increased financial and other forms of support to improve the local government sectors' capacity to respond to community needs. support for Council to assist the more vulnerable sectors of our community 	Advocacy	Ongoing	Community Services	Advocacy with key stakeholders Funding and grants received	Within existing operational budgets



Theme 3. Business & Economy

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

Strategic Objective – Council

3.1 – Council’s services supporting the local economy to remain resilient under a range of climate scenarios

Target: Achieve a net zero carbon emissions local economy by 2040.

Target: Increase Council’s sustainable procurement through embedded consideration of climate change in Council’s Capital Improvement Project bid submissions and tender weightings. (Baseline to be developed.)

Measure: Reduction of 2,442,000 tCO₂e by 2025.

Measure: Metric to be developed by 2022

The next five years – Council’s Areas of Focus

	Actions	Council’s Role	Timeframe	Responsibility	Outcome / indicator	Resources
3.1.1 – Increased awareness within Council of the impacts to local businesses of climate change, the transition to a net zero carbon emissions economy and the need to manage exposure to risks.						
A	Support Council’s response to the <i>Climate and Ecological Emergency</i> by increasing staff awareness and organisational adaptive capacity to facilitate actions that assist local businesses in preparing for the transition to a zero carbon economy and increase resilience to the impacts of climate change to maintain their viability. To assist this process, a schedule of climate change impact awareness and training programs for management and staff will be developed annually. The focus is to increase the organisation’s adaptative capacity.	Education & Engagement	Ongoing	Council’s internal Sustainability Advisory Group Business, Engineering & Major Projects	Develop an annual program of staff training activities	Within anticipated operational budgets
B	Inclusion of roles and responsibilities in position descriptions that facilitate internal champions and accountability for Council’s response to the <i>Climate and Ecological Emergency</i> through its actions related to local business and economic development.	Planning & Decision Making	Immediate	Business, Engineering & Major Projects	Updated position descriptions for all staff	Within existing operational budgets



	Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
C	Impacts to the local business sector and economic development will be included as part of Council's overall program to assess the vulnerability of Council's key assets and services to increase understanding of physical and financial impacts of climate change to Council's assets and service delivery.	Planning & Decision Making	Short	Corporate Services & Community Services	Climate change vulnerability assessments undertaken across Council's key assets and services. Initial pilot project commencing in 2020/21 will inform rollout of the program more broadly across Council's operations.	\$25,000 from 2019/20 budget to undertake initial pilot project Funding subject to annual operational budgets being approved as part of Council's annual budget.
D	Review the risks relevant to local businesses and economic development as part of the review of Council's Risk Register. This includes assigning identified risks to responsible risk owners.	Planning & Decision Making	Immediate	Corporate Services	Climate change embedded into Council's corporate risk register by June 2021	Within existing operational budgets
3.1.2 – Council services supporting our local economy and businesses remain resilient as climate change impacts increase.						
A	Assess Council's adaptive capacity to respond to the Climate and Ecological Emergency through its programs and activities that provide economic development and support to local businesses.	Planning & Decision Making	Short	Council's Internal Sustainability Advisory Group Business, Engineering & Major Projects	Review of Council's adaptive capacity to commence in 2020/21	Within anticipated operational budgets
B	Prioritisation of potential actions identified through the vulnerability and capacity assessments to ensure Council focuses on implementation of the most effective mitigation and adaptation measures identified to support the local economy. Options will be assessed against agreed criteria, including consideration of Council's levers of control, capacity and resources required.	Planning & Decision Making	Short to Medium	Council's Internal Sustainability Advisory Group Business, Engineering & Major Projects	Identification of the most effective mitigation and adaptation measures for implementation identified through the vulnerability assessments	Funding subject to annual operational budgets being approved as part of Council's annual budget



	Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
C	Work in partnership with education institutions, training providers, social enterprises and other businesses to help provide residents with skills for an innovative and sustainable future.	Planning & Decision Making	Short to Medium	Business, Engineering & Major Projects Community Services	Updated Economic & Employment Strategy by 2021 to include focus increasing training opportunities Activities and programs undertaken	Funding subject to annual operational budgets being approved as part of Council's annual budget
3.1.3 – Council's purchasing power supports sustainable local businesses.						
A	Continue to implement the objective of Council's Procurement Policy to influence sustainability outcomes by actively promoting green procurement throughout its supply chain and supporting local businesses wherever possible. Develop processes and metrics to enable monitoring and reporting of Council's: <ul style="list-style-type: none"> • Total sustainable procurement • Sustainable procurement from local businesses 	Planning & Decision Making	Ongoing	Corporate Services	Processes and metrics developed by 2022 to enable monitoring and reporting of sustainability outcomes from Council's Procurement Policy	



Strategic Objective – Community

3.2 – Engaged local business and industry taking action to increase resilience and transition to a net zero carbon economy.

Target: Maintain the business rate base at a higher proportion than that from residential properties (54.5% 2020–21)

Measure: CGD Annual Budget

Target: Increase the percentage of Greater Dandenong residents employed locally (20% in 2020)

Measure: ABS Census data

Target: Maintain Greater Dandenong’s role as an employment hub in the region (26.9% of people working in Melbourne’s South)

Measure: ABS Census data

The next five years – Council’s Areas of Focus

Actions	Council’s Role	Timeframe	Responsibility	Outcome / indicator	Resources
3.2.1 – Increased business awareness of climate change risks, opportunities and the transition to a net zero carbon emissions economy.					
<p>A Include consideration of local businesses in the development of the <i>Community Engagement and Mobilisation Plan</i>. This plan will guide Council’s approach to increasing community awareness and action in response to the Climate and Ecological Emergency.</p> <p>The focus of the <i>Engagement and Mobilisation Plan</i> for local business and industry in Greater Dandenong will be to:</p> <ul style="list-style-type: none"> • Increase awareness of information on how business can prepare for the future impacts of climate change, and access resources • Target approaches that directly increase awareness and engagement through existing programs, networks, events and other forums • Identify and address the needs and priorities of the business community. 	<p>Planning & Decision Making</p>	<p>Short</p>	<p>City Planning, Design & Amenity Business, Engineering & Major Projects</p>	<p>A <i>Community Climate Change Engagement and Mobilisation Plan</i> adopted by 2021/22</p> <p>Engagement activities undertaken with local business</p> <p>Increased understanding of local businesses views, needs and priorities regarding climate change</p>	<p>Within anticipated operational budgets</p>



	Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
B	<p>Facilitate a series of business and industry roundtable forums to share the latest advice regarding the impacts of climate change on CGD's local economy, with a focus on:</p> <ul style="list-style-type: none"> • Maintaining viability • Compliance and risk management • Opportunities to expand products and services. <p>Leverage the roundtable forums to assist business to:</p> <ul style="list-style-type: none"> • identify new processes, products and services • assist in strengthening Council's capacity to respond to climate change impacts <p>The above actions will both enhance Council's overall sustainability profile and build the economic viability of local business and industry.</p>	Education & Engagement	Short	Business, Engineering & Major Projects	<p>Increased understanding of local businesses views, needs and priorities regarding climate change</p> <p>Development of new businesses, new products and new services in the Climate and sustainability space</p>	Within anticipated operational budgets
C	<p>Council's South East Business Networks and Economic Development Unit will identify and implement measures through its existing forums targeted at increasing local business awareness of climate change impacts, and actions that can be taken to increase resilience and to take advantage of potential opportunities.</p>	Education & Engagement	Ongoing	Business, Engineering & Major Projects	Activities and programs undertaken	Funding subject to annual operational budgets being approved as part of Council's annual budget
D	<p>Seek opportunities to expand current programs and activities with partners and key stakeholders that aim to:</p> <ul style="list-style-type: none"> • Provide information that supports local businesses to prepare for and manage their risks from climate change • Find effective ways to engage local businesses to build adaptive capacity and resilience • Support local businesses in the transition to a zero carbon economy • Support businesses to take advantage of potential opportunities resulting from expanding market demand for adaptation and carbon-reducing technology, products and services for use across a variety of industries. • Recognise and celebrate local businesses responding to climate change, to help facilitate peer-to-peer learnings and a shared community of practice. 	Education & Engagement	Ongoing	Business, Engineering & Major Projects	<p>Significantly lowered risk profile for local businesses</p> <p>Activities and programs undertaken</p>	Funding subject to annual operational budgets being approved as part of Council's annual budget



	Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
3.2.2 – Support that facilitates action by local businesses to reduce their carbon emissions and increase their resilience to climate change impacts.						
A	Support businesses response to climate change through implementation of relevant actions in the <i>Greater Dandenong Local Economic and Employment Development Strategy</i> .	Advocacy Education & Engagement Planning & Decision Making	Ongoing	Business, Engineering & Major Projects	Updated <i>Economic & Employment Strategy</i> by 2021 to include focus on responding to climate change risks and impacts Activities and programs undertaken	
B	Continue working with the Sustainable Australia Fund to support local businesses transition to the zero carbon economy through provision of Environmental Upgrade Agreements (EUAs).	Education & Engagement Funding & Grants	Ongoing	City Planning, Design & Amenity Business, Engineering & Major Projects	Increased promotion of EUAs to local businesses Uptake of Environmental Upgrade Agreements by local businesses	Within anticipated operational budgets
C	Lead efforts to facilitate uptake of Power Purchase Agreements (PPAs) by local businesses to reduce their energy costs and carbon emissions. This is to include actions like: <ul style="list-style-type: none"> Working with key stakeholders and local businesses to promote benefits and generate interest Analysing potential local energy demand and opportunities for participation in a PPA Investigating barriers limiting local businesses uptake of PPAs, and ways to overcome these barriers Advocacy to key partners and stakeholders for support to enable participation by local businesses. 	Advocacy Planning & Decision Making Funding & Grants	Short	City Planning, Design & Amenity Business, Engineering & Major Projects	Participation by local businesses in Power Purchasing Agreements	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
D	Continue to inform local businesses of programs and other forms of support available through other agencies to reduce emissions and increase resilience.	Funding & Grants Education & Engagement	Ongoing	Business, Engineering & Major Projects	Information on Council's website, in publications etc	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
E	Provision of Business Grants that support environmental outcomes.	Funding & Grants	Ongoing	Business, Engineering & Major Projects	No. and value of grants provided through the Business Grants program that include a focus on environmental sustainability outcomes	Within anticipated operational budgets
F	Advocate to the Federal and State governments for increased support to improve Council's capacity to respond to local business needs.	Advocacy	Ongoing	Business, Engineering & Major Projects	Advocacy activities undertaken	Within anticipated operational budgets
G	Lead advocacy efforts with our regional partners in seeking increased Federal and State Government support to meet the needs and priorities of local businesses to respond to climate change, including: <ul style="list-style-type: none"> • Increase awareness of climate change impacts and associated risks • Increased information and guidance • Research into potential opportunities • Transitioning to a net zero carbon emissions economy. 	Advocacy	Ongoing	Business, Engineering & Major Projects	Advocacy activities undertaken	Within anticipated operational budgets
H	Work in partnership to support and encourage the establishment, location or expansion of suitable green businesses within Greater Dandenong.	Education & Engagement	Short	Business, Engineering & Major Projects	Updated <i>Economic & Employment Strategy</i> by 2021 to include focus on attracting green businesses Activities and programs undertaken	Within anticipated operational budgets



Theme 4. Energy & Buildings

Goal: A City of energy efficient buildings powered by clean energy.

Strategic Objective – Council

4.1 – Reducing Council’s carbon emissions through efficient use of clean renewable energy.

Target: Net zero carbon emissions from Council’s buildings and streetlights by 2025

Measure: 2007/08 – 14,688t CO₂e

Target: 20% reduction in energy use from Council’s buildings by 2025

Baseline: 2007/08 – 6,344 MWh

Measure: Council’s installed solar capacity

Target: Increase the capacity of solar systems in Council buildings to 1mW by 2025

Baseline: 129 kW in 2019

Measure: Council’s installed solar capacity

Target: All Council’s street and park lights to use energy efficient lighting by 2027.

Baseline: 7,500 (52%) of 14,500 lights energy efficient – 2020

Measure: % lighting energy efficient

The next five years – Council’s Areas of Focus

Actions	Council’s Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
4.1.1 – Increased awareness and uptake of energy efficiency and renewable energy within Council, to transition to a net zero carbon emissions future.					
<p>A Support Council’s response to the Climate and Ecological Emergency by increasing staff awareness and organisational adaptive capacity to achieve a city of energy efficient buildings powered by clean energy.</p> <p>Staff awareness and training activities will focus on:</p> <ul style="list-style-type: none"> Increasing internal awareness of Council’s greenhouse gas emissions and energy goals, and establishing the expectation that everyone has a role to play Specific capacity building training for staff, such as building managers, maintenance staff and project managers 	Education & Engagement	Ongoing	Internal Sustainability Advisory Group Business, Engineering and Major Projects	Develop an annual program of staff training and awareness activities	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
B	Inclusion of roles and responsibilities in position descriptions that facilitate internal champions and accountability for Council's response to the climate and ecological emergency through its energy use, design and operation of buildings.	Planning & Decision Making	Immediate	Building, Engineering and Major Projects	Updated position descriptions for all staff to specifically reference expected behaviours and contributions to council's net zero carbon emissions plan	Within anticipated operational budgets
D	<p>Undertake assessments of the vulnerability of Council's key assets and infrastructure to climate change, to increase understanding of physical and financial impacts as well as impacts on service delivery.</p> <p>A pilot project to assess the vulnerability of Council's open space assets and service delivery will be undertaken in 2020/21 as part of SECCCA's Vulnerability Assessment Project 'Assessing Climate Change Impacts – Council Assets, Services, Expenditure and Income'.</p> <p>This pilot project will inform the rollout of further vulnerability assessments of Council's assets and services, including consideration of energy usage and buildings.</p>	Planning & Decision Making	Immediate	Business, Engineering and Major Projects	Vulnerability assessments of key assets to commence in 2020/21	<p>\$25,000 funded in 2019/20 for SECCCA Vulnerability Assessment Project</p> <p>Funding subject to annual operational budgets being approved as part of Council's annual budget</p>
E	Assess Council's asset management adaptive capacity to reduce risks from the impacts of climate change and increase resilience.	Planning & Decision making	Immediate	Business, Engineering and Major Projects	Review of the adaptive capacity as part of vulnerability assessments	Funding requirements to be determined from Vulnerability Assessment pilot project
F	Review the risks relevant to Council's buildings and energy use as part of the review of Council's <i>Risk Register</i> . This includes assigning identified risks to responsible risk owners to increase accountability.	Planning & Decision Making	Immediate	Corporate Services	<p>Council's Risk Management Procedures updated</p> <p>Climate change embedded into Council's revised Corporate Risk Register by June 2021</p>	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
4.1.2 – All new Council buildings energy use designed to be net zero carbon emissions from 2020						
A	All new Council buildings (from 2020 onwards) to be designed, built and maintained to achieve net zero carbon emissions in accordance with Council's <i>Sustainable Buildings Policy (as revised from time to time)</i> .	Planning & Decision Making Regulatory	Ongoing	Business, Engineering and Major Projects	All new Council buildings to be designed, built and maintained to achieve net zero carbon emissions from 2020	Within anticipated Capital Works budget (between 5% to 10% marginal cost depending on ESD standard, with payback via ongoing operational saving on utilities)
B	Undertake energy performance assessments of new Council buildings to ensure operational performance meets design intent.	Planning & Decision Making	Ongoing	Business, Engineering and Major Projects	Performance assessments of new buildings constructed from 2020 using NABERS or equivalent	Within anticipated operational budgets
4.1.3 – All energy use by existing Council buildings to be net zero carbon emissions by 2025.						
A	Undertake performance assessments of Council's existing buildings to: <ul style="list-style-type: none"> • Ensure operational performance meets design intent • Enable benchmarking of building performance • Inform scope of building refurbishments • Guide selection of future energy audits / funding bids to increase energy efficiency 	Planning & Decision Making	Ongoing	Business, Engineering and Major Projects Planning & Design	NABERS assessments (or equivalent for non-office buildings) to be undertaken of all key Council buildings by 2025	Within anticipated operational budgets
B	All applicable refurbishments of Council's existing buildings to be designed and built in accordance with Council's <i>Sustainable Buildings Policy</i> requirements.	Planning & Decision Making	Ongoing	Building, Engineering and Major Projects	All moderate and major Council building refurbishments to be designed and built to achieve net zero carbon emissions	Within anticipated Capital Works budget (between 5% to 10% marginal cost depending on ESD standard, with payback via ongoing operational saving on utilities). Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget



	Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
C	Implement Council's <i>Building Energy Management Plan (as revised from time to time)</i> to reduce existing buildings' energy usage and increase uptake of renewable energy.	Asset Planning & Improvement Planning & Decision Making	Ongoing	Building, Engineering and Major Projects	No. of existing building projects completed per year BEMP updated by 2022	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
D	Embed climate change risk management into the review and update of Council's <i>2015–22 Asset Management Strategy</i> and <i>2015 Asset Management Plan – Buildings and Facilities</i> . <i>(Please refer to Asset, Infrastructure and Land Use Planning Action Plan 7.1.3 for further details).</i>	Planning & Decision Making Strategy & Policy Development	Immediate	Building, Engineering and Major Projects	Climate change embedded into updated <i>2022 Asset Management Strategy</i>	Within anticipated operational budgets
E	Reduce Council's energy usage and costs through an increased focus on optimising Council's buildings, fixtures, appliances, and control systems to the most energy efficient available with real-time (IOT-based) monitoring capabilities.	Asset Planning & Improvement	Ongoing	Building, Engineering and Major Projects	Annual program to optimise building energy usage	Funding subject to annual CIP budgets being approved as part of Council's annual budget
F	Consider mechanisms such as Energy Performance Contracts to reduce Council's energy use and GHG emissions.	Strategy & Policy Development	Medium	Building, Engineering and Major Projects	Mechanisms to reduce energy use and GHG emissions included as part of project business case/feasibility	Within anticipated operational budgets
G	Investigate and trial new and innovative energy efficiency and renewable energy technologies on council building projects to help accelerate market adoption.	Planning & Decision Making	Ongoing	Building, Engineering and Major Projects	Trials incorporating new technology or concept Publication of Project Case Study	Funding subject to annual CIP, operational budgets and external funds as part of Council's annual budget
H	Investigate opportunities to expand Council's current monitoring and reporting of GHG emissions to include all Council owned buildings. As of 2020, only monitoring those utility accounts Council is directly responsible for paying.	Planning & Decision Making	Immediate	Corporate Services	Council's GHG emissions reporting expanded to include all Council owned buildings from 2021 onward	Within anticipated operational budgets

	Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
<p>4.1.4 – All Council's electricity usage from clean renewable sources by 2025.</p>						
<p>A</p>	<p>Utilise Power Purchasing Agreements (PPA) to reduce GHG emissions from Council's streetlights and buildings*.</p> <p>Additionally, investigate opportunities to source electricity for all buildings owned by Council from 100% renewable sources through a Power Purchasing Agreement (PPA), where Council is not responsible for the payment of the relevant utility account.</p> <p>*Where Council is responsible for payment of utility account</p>	<p>Planning & Decision Making</p>	<p>Immediate</p>	<p>Corporate Services</p>	<p>PPA resulting in Council's purchase of electricity from 100% renewable sources for all Council owned building</p>	<p>Council's electricity costs are anticipated to be lowered through participation in PPA</p>
<p>B</p>	<p>Council will help support the transition to a secure and reliable energy grid with a high share of renewables by demonstrating the effective use of distributed energy resources. This includes:</p> <ul style="list-style-type: none"> Increasing Council's on-site generation of renewable energy through installation of solar panels in accordance with the <i>Sustainable Buildings Policy</i> and <i>Building Energy Management Plan</i> Utilising on-site energy storage systems. To build Council's capacity to facilitate a broader rollout when more economically viable, a pilot trial of energy storage will be undertaken to: <ul style="list-style-type: none"> maximise benefits from installed solar systems provide reliability of supply during power outage building staff capacity help prepare Council's future uptake of Virtual Power Networks 	<p>Planning & Decision Making</p>	<p>Ongoing</p>	<p>Building, Engineering and Major Projects</p>	<p>Implementation of <i>Sustainable Buildings Policy</i> and <i>Building Energy Management Plan</i></p> <p>Pilot on-site energy storage project scope prepared for 2021/2022 budget bid</p>	<p>Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget</p>
<p>C</p>	<p>Monitor and implement where appropriate mechanisms such as Virtual Power Networks to reduce Council's GHG emissions.</p>	<p>Strategy & Policy Development</p>	<p>Medium</p>	<p>Corporate Services</p>	<p>Mechanisms to reduce greenhouse gas emissions included as part of project business case/feasibility</p>	<p>Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget</p>



	Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
4.1.5 – Transition Council's energy use away from natural gas.						
A	Commission feasibility report that investigates the options and timing of an accelerated phase-out of natural gas from existing council facilities.	Planning & Decision Making	Medium	Building, Engineering and Major Projects	Feasibility report completed by 2021	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
B	All new council buildings and facilities to utilise electricity as their only energy source in accordance with the <i>Sustainable Buildings Policy (SBP)</i> .	Asset Planning & Improvement	Ongoing	Building, Engineering and Major Projects	All new council buildings free of natural gas in accordance with the SBP	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
C	All upgrades to natural gas appliances and services to existing council buildings and facilities are to be replaced with electrical systems (in accordance with the <i>Sustainable Buildings Policy</i>).	Asset Planning & Improvement	Ongoing	Building, Engineering and Major Projects	All refurbishments to existing council buildings in accordance with the SBP	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
4.1.6 – All Council's street and park lights to use energy efficient lighting technology by 2027.						
A	Implement the <i>Lighting up Greater Dandenong</i> program to switch all streetlighting to energy efficient lighting technology.	Asset Planning & Improvement	Ongoing	Building, Engineering and Major Projects	Annual program to achieve 100% energy efficient streetlights by 2027	Funding subject to annual CIP budgets being approved as part of Council's annual budget
B	Continue to advocate to industry for improved standards and technologies for street lighting that reduce greenhouse gas emissions.	Advocacy	Ongoing	Building, Engineering and Major Projects	Advocacy with key stakeholders	Funding subject to annual CIP budgets being approved as part of Council's annual budget
C	Investigate and apply for grants for the implementation of energy efficient public lighting projects.	Funding and Grant applications	Ongoing	Building, Engineering and Major Projects	Funding and grants received	Funding subject to annual operational budgets being approved as part of Council's annual budget Receipt of grants funding

Strategic Objective – Community

4.2 – A reduction in the community’s carbon emissions through efficient use of clean renewable energy.

Target: Net zero carbon emissions from the municipality’s buildings by 2040. Baseline: 3,083,000t CO ₂ e (Stationary emissions, CPG Basic reporting 2016/17) Measure: Community GHG emissions profile	Target: 100% renewable energy for the City by 2040. Baseline: Scope 2 emission factors for consumption of purchased electricity in Victoria: 1.02 in 2019 Measure: National Greenhouse Account Factors	Target: Triple small scale onsite renewable energy generation capacity for the City by 2025. Baseline: 11,979 kW (2013) Measure: Community’s solar kW capacity
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The next five years – Council’s Areas of Focus

	Actions	Council’s Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
4.2.1 – Increased awareness within the community of energy efficiency and renewable energy to facilitate the transition to a net zero carbon emission city.						
A	Continue to implement Council’s existing Environmental Education programs and activities that encourage community action towards sustainable buildings, energy efficiency and renewable energy.	Education & Engagement	Ongoing	Planning & Design	No. of Environmental Events & Activities Sustainable Design Assessment in the Planning Process (SDAPP) Fact Sheets Information promoted through Council’s website, social media platforms and other publications	Within anticipated operational budgets
B	Continue to showcase and promote actions taken by leaders in our community that encourage uptake by the broader community of low carbon actions and technologies through Council’s Annual Sustainability Awards Program.	Education & Engagement	Ongoing	Planning & Design	Sustainability Awards Case studies	Within anticipated operational budgets
C	Continue to provide support through Council’s Community Grants Programs for community events, capacity building activities or programs focused on environmental sustainability outcomes that: <ul style="list-style-type: none"> • Contribute to Council’s vision and strategic priorities • Enhance community capacity in responding to local needs • Increase community collaboration, partnerships and intercultural connections • Contribute to improvement of community safety, health and wellbeing 	Education & Engagement	Ongoing	Community Services	No. and value of grants provided through the Community Grants program that include a focus on environmental sustainability outcomes	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
D	Assess existing activities and new opportunities to partner with the community to increase awareness through education and solution-based activities to trigger community mobilisation and action on the urgent need to transition to a net zero carbon emissions city, in response to the climate and ecological emergency.	Education & Engagement	Short	Planning & Design	Development of <i>Climate Change Community Engagement & Mobilisation Plan</i> in 2020/21	Within anticipated operational budgets
E	Support the Victorian Government's actions to drive the transition to a net zero carbon emissions economy by promoting programs such as <i>TAKE2</i> that aim to increase community awareness and uptake of transitional measures.	Advocacy Education & Engagement	Ongoing	Planning & Design	Programs and activities promoted in Council Publications, No. of businesses and households that have made pledges through <i>TAKE2</i>	Within anticipated operational budgets
F	Work with partners and key stakeholders to facilitate increased awareness and uptake of programs designed to assist households and businesses to increase the energy efficiency and climate change resilience of their buildings. This includes promoting to local residents and businesses: <ul style="list-style-type: none"> • Information and training opportunities • Grant funding opportunities from the Victorian and Federal governments • Mechanisms such as Environmental Upgrade Agreements (EUAs) and Power Purchase Agreements (PPAs) 	Advocacy Education & Engagement Regulatory	Ongoing	Planning & Design	Information promoted through Council's website, social media platforms and other publications Programs and activities undertaken with partners such as SECCCA, CASBE and Sustainability Victoria Industry and Community Events No. of EUAs and PPAs implemented within the community	Within anticipated operational budgets
G	Work with key stakeholders and local community service providers to facilitate increased community awareness of existing programs that: <ul style="list-style-type: none"> • Support disadvantaged households in reducing their exposure to climate risks, and minimising utility consumption and associated costs • Assist residents' equitable access to energy. 	Advocacy Education & Engagement	Ongoing	Planning & Design	Activities undertaken with key stakeholders such as the Energy and Water Ombudsman Victoria and local community organisations	Within anticipated operational budgets



Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
4.2.2 – Support that helps the community transition to energy efficient net zero carbon emission buildings by 2040.					
<p>A Continue to facilitate inclusion of key environmental performance considerations through Environmentally Sustainable Design (ESD) into the planning permit approvals process in order to achieve long term sustainable outcomes for new residential, commercial and industrial buildings.</p>	<p>Planning & Decision Making Regulatory</p>	<p>Ongoing</p>	<p>Planning & Design</p>	<p>Implementation of the Greater Dandenong Planning Scheme's Policy: Clause 22.06 <i>Environmentally Sustainable Development</i> All applicable planning applications subject to Sustainability Assessments</p>	<p>Within anticipated operational budgets</p>
<p>B Work with key stakeholders to help facilitate climate change resilient, zero net carbon emission buildings or equivalent outcomes into Planning Precinct Structure Plans, Development Plans, Park Plans and other relevant masterplans.</p>	<p>Advocacy Planning & Decision Making Regulatory</p>	<p>Ongoing</p>	<p>Planning & Design</p>	<p>Embedding climate change risk management into the development of all applicable Precinct Structure Plans and Development Plans. Current plans being developed include: Noble Park Activity Centre Structure Plan Proposed Development Plan – Sandown Racecourse Redevelopment</p>	<p>Within anticipated operational budgets</p>
<p>C Support collaborative projects that aim to raise the standards of Environmentally Sustainable Design (ESD) required in new homes, commercial and industrial developments. Continue supporting Moreland Council's <i>Towards Zero Carbon in the Planning Scheme</i> project which aims to provide an evidence base for updating ESD requirements in the Planning Schemes <i>Local Planning Policies</i>*. Complete and provide a background report to Council by August 2020 detailing the options CGD has to participate in ESDV2.0 amendments moving forward. *Please note, any updates to Local Planning Provision requires Ministerial Approval</p>	<p>Advocacy Regulatory Strategy & Policy Development</p>	<p>Immediate</p>	<p>Planning & Design</p>	<p>Continued collaboration with other councils through membership of CASBE Support Moreland Council's background work to establish options for a potential ESD V2.0 in 2021 Provision of ESDV2.0 background report to Council in August 2020.</p>	<p>\$15,000 Funded through 2019/20 Budget Future funding subject to annual operational budgets being approved as part of Council's annual budget Approximately \$40,000 required to be allocated for planning amendment</p>



	Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
D	Continue to support partners and key stakeholders' programs that facilitate the uptake of energy efficiency, renewable energy access and finance for home environment upgrades for residential properties (including low-income households).	Advocacy Education & Engagement	Ongoing	Planning & Design	Collaboration with the Sustainable Melbourne Fund to expand provision of EUAs to include residential properties Implementation of relevant programs	Within anticipated operational budgets
E	Continue to investigate and act upon opportunities to work collaboratively with government departments, local governments, universities, energy providers and other stakeholders on projects that can support our residents and businesses in the transition to a net zero emissions economy. This includes a focus on expanding uptake of existing, well-proven technologies as well as innovative new ideas and products.	Advocacy Planning and Decision Making	Ongoing	Planning & Design	No. of partnerships entered New collaborative project opportunities Council has acted upon	Within anticipated operational budgets Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
4.2.3 – Support the community to transition to 100% renewable energy sources by 2040.						
A	Work with the <i>Sustainable Australia Fund</i> and other key stakeholders to increase uptake in Greater Dandenong of Environmental Upgrade Agreements (EUAs). This program provides finance to support businesses to upgrade their buildings, achieve savings through energy efficiencies and uptake of renewables, as well as addressing the impacts of climate change.	Advocacy Education & Engagement	Ongoing	Planning & Design	Promotion and engagement activities undertaken Monitor and report uptake of EUAs	Within anticipated operational budgets
B	Promote and advocate to local developers and building owners the rationale and relevant cost savings associated with the transition of energy use from gas to electricity.	Advocacy Education & Engagement	Ongoing	Planning & Design	All applicable planning applications subject to Sustainability Assessments	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
C	Work with electricity and gas distributors and other key stakeholders to improve both availability and accuracy of data required to update the Community Emissions Profile prepared as part of the <i>2019 Greater Dandenong Greenhouse Gas Emissions Profile and Mitigation Report</i> .	Advocacy Planning & Decision Making	Medium	Planning & Design	Improved availability of data to enable annual updates to Community Emissions Profile	Within anticipated operational budgets
D	Identify evidence-based and cost-effective actions that enable Council to facilitate community emissions reductions based on recommendations from the <i>SECCCA Community Climate Action Planning Project</i> . This will increase understanding of realistic opportunities for councils based on potential: <ul style="list-style-type: none"> Abatement opportunities for Councils Science-derived targets Market barriers Stakeholders Costs, and intervention effectiveness in \$/tCO₂e Probability of success 	Strategy & Policy Development	Immediate	Planning & Design	<i>Community Climate Action Planning Project Report</i> , including: <ul style="list-style-type: none"> A plan for regional interventions that Councils will collaborate on An outline of individual interventions for each Council 	\$25,000 funded in 2019/20 for SECCCA Community Climate Action Planning Project
E	Investigate opportunities to community renewable energy projects in Greater Dandenong and the role of council to support and reduce barriers.	Planning & Decision Making	Medium	Planning & Design	Collaboration undertaken through membership of SECCCA and Industry Partners	Within anticipated operational budgets
F	Investigate opportunities for Greater Dandenong Council to facilitate increased uptake of distributed energy resources across the municipality. Areas for consideration include: <ul style="list-style-type: none"> Support for local residents, businesses, community groups and service providers Uptake of large-scale renewable systems within the municipality Reducing barriers Use of mechanisms available such as the Community Solar Portal 	Planning & Decision Making	Medium	Planning & Design	Development of <i>Greater Dandenong Distributed Energy Resource Plan</i>	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget



	Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
4.2.4 – Advocacy that supports the achievement of a net zero carbon city by 2040.						
A	Advocate for the strengthening of Federal and State Governments' GHG emissions and clean energy targets.	Advocacy	Ongoing	Planning & Design	Lower emission factors for consumption of purchased electricity in Victoria Advocacy undertaken through membership of CASBE, SECCCA and Industry Partners	Within anticipated operational budgets
B	Advocate for support to increase community uptake of energy efficiency and clean energy.	Advocacy	Ongoing	Planning & Design	Advocacy activities undertaken through membership of SECCCA, Cities Power Partnership	Within anticipated operational budgets
C	Advocate for elevated ESD outcomes for new and existing buildings through planning policy, state and national building codes and standards. This includes advocacy for updates to building regulations to promote carbon neutrality by 2030 in line with best Practice approaches such as the Green Building Council of Australia (GBCA) <i>Carbon Positive Roadmap</i> .	Advocacy Regulatory	Ongoing	Planning & Design	Advocacy activities undertaken through membership of GBCA, CASBE, SECCCA and other industry partners	Within anticipated operational budgets
D	In collaboration with CASBE and other key stakeholders, continue to advocate to the Victorian Government for a strengthening of the Planning Scheme to facilitate climate resilient, zero net carbon emission buildings or equivalent outcomes through both <i>Victorian Planning Provisions</i> and <i>Local Planning Policies</i>	Advocacy Regulatory	Ongoing	Planning & Design	Continued advocacy in collaboration with other councils through membership of CASBE for strengthening of climate change resilience and ESD in Victorian Planning Provisions and Local Planning Policies	Within anticipated operational budgets



Theme 5. Biodiversity and Open Space

Goal: A city that is cool and green.

Strategic Objective – Council

5.1 – Increased canopy cover and carbon storage through Council’s streets and open spaces.

Target: Minimum of 2,178 Street trees and 18,000 indigenous seedlings planted each year.

Measure: Council’s annual Tree and Indigenous Seedling Planting Program.

Target: Establish benchmark of Carbon stored in Council’s trees and reserves to offset its carbon emissions by 2025.

Measure: Tonnes of carbon stored in Council’s street trees and reserves.

The next five years – Council’s Areas of Focus

	Actions	Council’s Role	Timeframe	Responsibility	Outcome / Indicator	Resources
5.1.1 – Increasing awareness within Council of the impacts of climate change and the benefits of local biodiversity and a greener cooler environment.						
A	<p>Support Council’s response to the <i>Climate and Ecological Emergency</i> by increasing organisational adaptive capacity and staff awareness to facilitate achievement of its goal of increasing its urban forest to help cool our environment.</p> <p>This is to include the development of a schedule of climate change impact awareness and training program for management and staff. The focus is to increase the organisation’s adaptive capacity.</p>	Education & Engagement	Ongoing	Council’s internal Sustainability Advisory Group	Develop an annual program of staff training activities	Within anticipated operational budgets
B	<p>Assess the vulnerability of Council’s open space assets and services to the impacts of climate change, through a pilot project to undertake a vulnerability assessment of Council’s open space assets and services as part of SECCCA’s Vulnerability Assessment Project – ‘<i>Assessing Climate Change Impacts – Council Assets, Services, Expenditure and Income</i>’.</p> <p>This pilot project will inform further vulnerability assessments of Council’s assets and services to commence in 2021.</p>	Planning & Decision Making	Short	Parks, Infrastructure Services & Planning Planning & Design	Vulnerability assessment of Council’s open space assets and services to commence in 2020–21	<p>\$25k funded in 2019/20 for SECCCA Vulnerability Assessment Project.</p> <p>Funding subject to annual CIP and operational budgets being approved as part of Council’s annual budget.</p>



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
C	Inclusion of roles and responsibilities in position descriptions that facilitate internal champions and accountability for Council's response to the climate and ecological emergency through its biodiversity and open space related actions.	Planning & Decision Making	Immediate	Parks, Infrastructure Services & Planning People & Procurement	Updated position descriptions for all staff	Within anticipated operational budgets
5.1.2 – Increased canopy cover and carbon storage across Council's streets and open spaces.						
A	Assess and plan for the implementation of prioritised actions based on the outcomes of the vulnerability assessments.	Planning & Decision Making	Medium	Parks, Infrastructure Services & Planning	Prioritisation of actions from vulnerability assessments as part of broader decision-making approach	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
B	Implementation of Council's <i>Greening Our City – Urban Tree Strategy 2018–28</i> . The <i>Urban Tree Strategy</i> sets the direction for managing Council's street and park trees.	Asset Planning & Improvement	Ongoing	Parks, Infrastructure Services & Planning	Implementation of Council's <i>Greening Our City – Urban Tree Strategy 2018–28</i> .	\$600,000 funded in 2020/21 operational budget to support the Strategy's Tree Planting Program Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
C	Implementation of relevant actions from Council's <i>Open Space Strategy 2020–2030</i> .	Asset Planning & Improvement	Ongoing	Planning & Design Parks, Infrastructure Services & Planning Transport & Civil Development	Implementation of <i>Open Space Strategy 2020–2030</i>	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
D	Council's internal Urban Forest Working Group to provide leadership, policy direction, and technical support to facilitate implementation of the <i>Urban Tree Strategy's</i> Action Plan.	Planning & Decision Making	Ongoing	Parks, Infrastructure Services & Planning Planning & Design	Implementation of Urban Forest Working Group's actions.	Within anticipated operational budget



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
E	Continue to seek external funding grants to increase local biodiversity and the urban forest.	Funding & Grants	Ongoing	Parks, Infrastructure Services & Planning	Funding and grants received Number of projects delivered	Within anticipated operational budget
F	Assess Council's adaptative capacity to respond to the Climate and Ecological Emergency's impacts on the local environment and to take advantage of opportunities to green the city.	Planning & Decision Making	Immediate	Parks, Infrastructure Services & Planning	Review of the adaptative capacity as part of 2020–21 open space vulnerability assessment pilot project with SECCCA	\$25k funded in 2019/20 for SECCCA Vulnerability Assessment Project Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
G	Investigate and report on available opportunities to utilise Council's trees and reserves to offset its carbon emissions and draw down carbon.	Planning & Decision Making	Medium	Planning & Design Parks, Infrastructure Services & Planning	Report prepared on opportunities for offsetting carbon using Council's trees and reserves by 2022/23 Council trees and reserves used to offset Council emissions by 2025	Within anticipated operational budget Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
H	Implementation of the <i>Activity Centres Placemaking Framework</i> to ensure that placemaking and revitalisation of the activity centres is focused on supporting the sustainability of key community destinations and self-sustaining activation of shared spaces. Activities include: <ul style="list-style-type: none"> <i>Activity Centres Tree Planting Plan</i>, which identifies actions over 10 years to increase canopy cover and reduce urban heat impacts in Greater Dandenong's Activity Centres. Increasing use of tree planter boxes to improve tree canopy coverage where there are high levels of hard surfaces and to increase the biodiversity offer in the activity centres. 	Asset Planning & Improvement	Immediate	Business and Revitalisation, Parks, Infrastructure Services & Planning Transport & Civil Development	Implementation of <i>Activity Centres Tree Planting Plan</i>	2020–21 funded CIP Projects: Dandenong \$25,000 Noble Park \$25,000 Springvale \$25,000 Funding for future years is subject to the approval of CIP bids as part of annual Council budget process



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
I	Identify suitable sites and commence implementation of urban woodlots at Council reserves specifically planted to provide for Council's carbon offsets and/or future sources of sustainable wood for Council's asset management and construction activities.	Asset Planning & Improvement	Immediate	Parks, Infrastructure Services & Planning	Suitable sites identified by 2021/22 Minimum of 1 new woodlot created every second year	Funding for future years is subject to the approval of CIP bids as part of annual Council budget process.
J	Work in collaboration with partners to facilitate implementation of the Living Melbourne Urban Forest Project.	Advocacy Planning & Decision Making	Ongoing	Planning & Design Parks, Infrastructure Services & Planning	Ongoing participation as a partner in the Living Melbourne Urban Forest Project	Funding for future years is subject to the approval of CIP bids as part of annual Council budget process

5.1.3 – Increased use of water sensitive urban design used to support resilience of biodiversity and green spaces on Council land

A	Implement the Waste Sensitive Urban Design requirements of Council's <i>Sustainable Buildings Policy</i> design requirements (as updated from time to time).	Asset Planning & Improvement	Ongoing	Business, Engineering and Major Projects	Implementation of Council's <i>Sustainable Buildings Policy</i> Monitoring and reporting to be undertaken in accordance with the <i>Sustainable Buildings Policy</i>	Funding for future years is subject to the approval of CIP bids as part of annual Council budget process
B	Embed consideration of climate change, including responses to direct and indirect impacts, as part of Council's Capital Improvement Project Bid submissions and evaluation processes. This includes driving technical specifications and tender weightings for procurement purposes.	Policy & Strategy Development	Immediate	Business, Engineering and Major Projects	Capital Improvement Project bids must include consideration of climate change and life cycle costs as part of submission process from 2020/21	Within anticipated operational budget
C	Increase Integrated Water Management's contribution to the community's sense of place, health and well-being by actively promoting the creation of blue green infrastructure.	Advocacy Asset Planning & Improvement	Ongoing	Parks, Infrastructure Services & Planning Transport & Civil Development	Hectares of blue-green infrastructure created or enhanced by integrated water management	Funding for future years is subject to the approval of CIP bids as part of annual Council budget process



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
D	Identify and implement opportunities to utilise alternative water supplies to provide the irrigation of reserves and tree plantings across the City of Greater Dandenong.	Asset Planning & Improvement	Ongoing	Parks, Infrastructure Services & Planning	Percentage of reserves and tree plantings across CGD that are supported by irrigation from an alternative water supply Identification of projects, with case studies provided of project outcomes	Funding for future years is subject to the approval of CIP bids as part of annual Council budget process
E	Seek CIP funding and grants to complete the Tatterson Park and Coomoora Reserve stormwater harvesting projects.	Asset Planning & Improvement	Subject to funding	Parks, Infrastructure Services & Planning	No. and dollar value of funding and grants received	Funding for future years is subject to access to grant funds and the approval of CIP bids as part of annual Council budget process
F	Continue monitoring changes in ground water and vegetation at Council bushland reserves to monitor long term trends to facilitate evidence-based responses.	Planning & Decision Making	Ongoing	Parks, Infrastructure Services & Planning	Ongoing implementation of monitoring program	Within anticipated operational budgets
G	Collaborate with Melbourne Water and other key stakeholders on their <i>Water for Greening and Cooling</i> project which is assessing future water demands for Melbourne's open space network and opportunities for alternative water sources to reduce demand on the city's drinking water supplies.	Planning & Decision Making	Immediate	Parks, Infrastructure Services & Planning	Ongoing collaboration with Melbourne Water and key stakeholders to support completion of <i>Water for Greening and Cooling</i> project Following completion of Melbourne Water project, Council to consider recommendations for implementation opportunities	Within anticipated operational budget Funding for future years is subject to access to grant funds and the approval of CIP bids as part of annual Council budget process



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
H	<p>Continue to collaborate with the Department of Environment, Land, Water and Planning (DELWP), Melbourne Water (MW) and other key stakeholders through participation in the <i>Dandenong Integrated Water Management Forum</i>.</p> <p>The long-term goal of the forum is to design and deliver effective solutions to address the combined challenges of population growth, rapid urban development and climate change in this unique region of Victoria.</p>	<p>Advocacy</p> <p>Asset Planning & Improvement</p>	Ongoing	Parks, Infrastructure Services & Planning	<p>Ongoing collaboration with DELWP, MW and other key stakeholders to develop a master plan for the Dandenong Creek corridor</p> <p>Funding and grants received</p>	Within anticipated operational budgets
I	Collaborate with Melbourne Water (MW) to develop a masterplan to guide the rehabilitation of channelised sections of waterways within the City of Greater Dandenong's Parks, Reserves and Waterways.	Asset Planning & Improvement	Immediate	Parks, Infrastructure Services & Planning	<p>Ongoing activities in collaboration with MW</p> <p>Masterplan prepared by MW</p>	Within anticipated operational budgets
5.1.4 – Increased resilience of biodiversity on Council land to climate change impacts						
A	Prepare a <i>Biodiversity Action Plan</i> to enhance quality and extant of local biodiversity and increasing resilience of biodiversity across Greater Dandenong in response to Council's declaration of a Climate and Ecological Emergency.	Policy & Strategy Development	Short	Parks, Infrastructure Services & Planning	Commence preparation of <i>Biodiversity Action Plan</i> in 2020–21	<p>\$50,000 allocated in the 2020–21 Budget</p> <p>Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget</p>
B	<p>Develop a benchmark to monitor impacts of climate change on biodiversity within Council reserves through:</p> <ul style="list-style-type: none"> Continued use of Habitat Hectare assessment as part of the development / review of Council's bushland reserves management plans to assess the quality and extent of indigenous vegetation within bushland reserves Ongoing identification and analysis of additional opportunities to improve biodiversity data collection and management. 	Asset Planning & Improvement	Ongoing	Parks, Infrastructure Services & Planning	Habitat hectare assessments undertaken to inform bushland reserves management plans	Funding for future years is subject to the approval of CIP bids as part of annual Council budget process



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
C	<p>Review, update and prepare new Reserve Management Plans to include consideration of opportunities to increase and enhance resilience of Council's bushland reserves against loss of biodiversity from climate change.</p> <p>This includes maintenance, experimentation and modification where necessary to maintain or enhance ecological functioning areas of biodiversity.</p>	Asset Planning & Improvement	Immediate	Parks, Infrastructure Services & Planning	<p>Number of <i>Reserve Management Plans</i> prepared or reviewed – one per year</p> <p><i>Tattersson Park Management Plan</i> updated in 2020/21</p>	Funding for future years is subject to the approval of CIP bids as part of annual Council budget process
D	<p>Investigate opportunities to improve existing wildlife corridor links and establish new ones where appropriate through the implementation of the <i>Open Space Strategy 2020–2030</i> and as part of the development of the <i>Biodiversity Action Plan</i>.</p>	<p>Planning & Decision Making</p> <p>Asset Planning & Improvement</p>	Ongoing	<p>Parks, Infrastructure Services & Planning</p> <p>Planning & Design</p> <p>Asset Management</p> <p>Governance</p>	<p>Investigate opportunities to improve existing wildlife corridor links and establish new ones where appropriate through the implementation of the <i>Open Space Strategy</i> and the development of the <i>Biodiversity Action Plan</i> in 2020/21</p> <p>Two wildlife corridor links tree planting projects completed by 2022/23</p>	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget



Strategic Objective – Community

5.2 – A greener, cooler city reducing urban heat island impacts and helping to drawdown carbon levels.

Target: 15% by 2028 (Current baseline 9.9%)

Target: Achieve a reduction in the 2018 average summer Urban Heat Island reading of 9.26°C by 2028

Measure: Canopy cover across Greater Dandenong.

Measure: Urban Heat Island rating for Greater Dandenong.

The next five years – Council’s Areas of Focus

	Actions	Council’s Role	Timeframe	Responsibility	Outcome / Indicator	Resources
5.2.1 – Increased awareness within the community of the benefits of local biodiversity and a greener cooler environment.						
A	Continue to implement Council's existing Environmental Education programs and activities.	Education & Engagement	Ongoing	Parks, Infrastructure Services & Planning	No. of environmental events & activities/year	Within anticipated operational budgets
B	Increase community awareness through education and involvement in ecological improvements in accordance with the <i>Greater Dandenong Green Wedge Action Plan</i> .	Education & Engagement	Ongoing	Planning & Design Parks, Infrastructure Services & Planning	Implementation of <i>Green Wedge Action Plan</i>	Funding subject to annual operational budgets being approved as part of Council's annual budget
C	As part of the development of Council’s <i>Cooling the City: Urban Forest Strategy</i> , consider engagement and education opportunities to work with the community to increase their awareness and learning of the benefits greener and cooler environments.	Education & Engagement Policy & Strategy Development	Immediate	Planning & Design Parks, Infrastructure Services & Planning	Development of the <i>Cooling the City: Urban Forest Strategy</i> by mid–2021	Within anticipated operational budgets
D	Work with Council’s partners to update planning information fact sheets on opportunities to enhance urban ecology.	Education & Engagement	Ongoing	Planning & Design	Updated SDAPP & BESS Urban Ecology fact sheets	Funding subject to annual operational budgets being approved as part of Council's annual budget



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
E	<p>In partnership with RMIT and other stakeholders, seek external funding to undertake a 3-year project to:</p> <ul style="list-style-type: none"> Benchmark community attitudes to trees in Greater Dandenong in comparison with other local government areas. Develop and test public participation activities which engage residents with understanding the value of tree planting and urban canopy. Develop and test messaging to engage residents with understanding the value of tree planting and urban canopy. 	<p>Funding & Grants</p> <p>Education & Engagement</p>	Immediate	Parks, Infrastructure Services & Planning	Grant funding secured for this 3-year project	Project is subject to receiving grant funding
5.2.2 – Increased awareness within the community of the benefits of urban food production.						
A	Continue to promote the uptake of urban food production through the demonstration of edible food gardens in Council's public spaces and reserves.	Education & Engagement	Ongoing	Parks, Infrastructure Services & Planning	Edible food garden displays prepared.	Within anticipated operational budgets
B	Council to provide ongoing support for community gardens within Council reserves and local schools.	Education & Engagement	Immediate	Parks, Infrastructure Services & Planning	<p>2020–21 -establishment of a community garden at Chandler Road Reserve</p> <p>Ongoing Council support and advocacy</p>	<p>\$20k funded in 2020–21 budget to facilitate establishment of a community garden at Chandler Road Reserve</p> <p>Funding for future years is subject to the approval of CIP bids as part of annual Council budget process</p>
C	Continue to implement Council's environmental education programs focused on increasing community awareness and involvement in urban food production.	Education & Engagement	Ongoing	Parks, Infrastructure Services & Planning	Vegetable gardens displays and tours at Council's reserves and events	Within anticipated operational budgets
D	Prepare a strategic local policy that guides Council's support for local food growing activities (such as community gardens and edible food gardens) that aims to help increase the community's capacity to make healthy and sustainable food choices.	Policy & Strategy Development	Short	Community Development	<i>Local Community Gardens Policy</i> completed in 2020/21	\$20K allocated in 2020–21 operational budget



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
E	Continue to work collaboratively with partners to deliver urban food production projects focused on increasing community awareness and participation.	Education & Engagement	Ongoing	Parks, Infrastructure Services & Planning Community Development	Programs and activities undertaken with partners Estimated area (acres) of urban food production Initial project work completed at Chandler Road Community garden.	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
F	Implementation of relevant actions from the <i>Greater Dandenong Green Wedge Management Plan (Revised 2017)</i> , in particular: <ul style="list-style-type: none"> Actively encouraging the establishment of niche and specialised agricultural activities in the Greater Dandenong Green Wedge, particularly those supporting food security. Providing advice and assistance to landowners to maintain and improve land management practices including options for food production. 	Education & Engagement	Ongoing	Planning & Design	Implementation of the <i>Greater Dandenong Green Wedge Management Plan (Revised 2017)</i>	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
5.2.3 – Increased use of greenery and integrated water management to provide cooling effects to create a more liveable urban environment and drawdown carbon levels.						
A	Collaborate with key stakeholders and partners to: <ul style="list-style-type: none"> Source access to the most accurate and up to date tree canopy and Urban Heat Island data for Greater Dandenong Identify and implement actions to increase canopy cover and reduce impacts of urban heat island effect. 	Advocacy Planning & Decision Making	Ongoing	Planning & Design Parks, Infrastructure Services & Planning	Access to regularly updated detailed Tree Canopy and Urban Heat Island data for Greater Dandenong	Within anticipated operational budgets
B	Implement the <i>Greater Dandenong Green Wedge Management Plan's</i> integrated water management actions.	Asset Planning & Improvement	Ongoing	Infrastructure Services & Planning	Implementation of <i>Green Wedge Management Action Plan</i>	Implementation of Green Wedge Management Plan' subject to annual CIP and operational budgets being approved as part of Council's annual budget



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
C	<p>Prepare <i>Cooling the City: Urban Forest Strategy</i> to protect and increase the urban canopy on private land (building on Council's <i>Greening Our City – Urban Tree Strategy 2018–28</i>).</p> <p>This will enable Council to provide a strategic approach to protecting and enhancing vegetation across the whole of the municipality to increase community health and liveability in the area.</p>	Policy & Strategy Development	Immediate	Planning & Design	Development of <i>Cooling the City: Urban Forest Strategy</i> by mid-2021	Within anticipated operational budgets
D	<p>Implementation of Local Planning Provision Clause 22.06 <i>Environmentally Sustainable Development</i> to achieve benefits including increased urban ecology and integrated water management outcomes.</p>	Planning & Decision Making	Ongoing	Planning & Design	ESD requirements assessed for all applicable planning applications	Within anticipated operational budgets
E	<p>Work with partners to identify opportunities to enhance urban ecology and integrated water management outcomes through the planning process to mitigate the impact of the urban heat island effect.</p>	Policy & Strategy Development	Immediate	Planning & Design	Support Moreland Council's background work to establish options for a potential ESD V2.0 in 2021	<p>CGD has contributed \$15k in 2020 for background work</p> <p>Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget</p>
F	<p>Investigate opportunities for carbon sinks in the Greater Dandenong Green Wedge.</p>	Planning & Decision Making	Medium	<p>Planning & Design</p> <p>Parks, Infrastructure Services & Planning</p>	Opportunities for carbon sinks investigated by 2024	<p>Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget</p>



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
5.2.4 – Increased resilience of biodiversity across the municipality to impacts of climate change.						
A	Prepare a <i>Biodiversity Action Plan</i> to enhance quality and extant of local biodiversity across Greater Dandenong in response to Council's declaration of a <i>Climate and Ecological Emergency</i> .	Policy & Strategy Development	Immediate	Parks, Infrastructure Services & Planning	Commence preparation of <i>Biodiversity Action Plan</i> in 2020–21	\$50,000 in 2020–21 budget
B	Investigate opportunities to collaborate with residents to establish an affiliate Gardens for Wildlife program in Greater Dandenong.	Planning & Decision Making	Medium	Parks, Infrastructure Services & Planning	Opportunities to facilitate establishment of Gardens for Wildlife program in Greater Dandenong investigated by 2022	Within anticipated operational budget
C	Continue Council's membership of Living Links, to support a regional approach to increase biodiversity and connection of green spaces across the Dandenong Creek catchment.	Asset Planning & Improvement	Ongoing	Parks, Infrastructure Services & Planning	Annual Living Links membership Grant funding Habitat connectivity improvements achieved	2020/21 Budget \$7,500 for annual membership of Living Links
D	Continue Council's participation in regional alliances that facilitate increased consideration and protection of local biodiversity through the planning process.	Planning & Decision Making	Ongoing	Planning & Design	Participation in CASBE & LGPro SIG Biodiversity Planners Network	Within anticipated operational budget
E	Continue to implement the Planning Scheme's Green Wedge Vegetation Protection Overlay to protect and enhance the existing ecological values.	Planning & Decision Making	Ongoing	Planning & Design	No. of Permits issued / refused for native vegetation removal	Within anticipated operational budget
F	Provide information that supports protection and enhancement of the Greater Dandenong Green Wedge's biodiversity values.	Education & Engagement	Ongoing	Parks, Infrastructure Services & Planning	Information on Council's website and in annual newsletter update to Green Wedge owners and occupiers	Within anticipated operational budget



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
5.2.5 – Advocacy that supports conservation of Greater Dandenong’s local biodiversity and transition to a greener, cooler city.						
A	Advocate for the State Government to facilitate local green infrastructure in accordance with <i>Plan Melbourne’s Cooling and Greening</i> policies and plans.	Advocacy	Ongoing	Parks, Infrastructure Services & Planning	Advocacy activities undertaken with key stakeholders	Within anticipated operational budget
B	Advocacy with partners and key stakeholders for increased protection of biodiversity of local significance.	Advocacy	Ongoing	Parks, Infrastructure Services & Planning	Advocacy activities undertaken through the LGPro: Biodiversity Planning Network and Living Links	Within anticipated operational budget
C	Advocate to the Victorian government and key stakeholders of Council’s and our community’s local priorities through participation in regional forums focussed on: <ul style="list-style-type: none"> • Sustainable social infrastructure and open space • Integrated Water Management outcomes. 	Advocacy	Ongoing	Parks, Infrastructure Services & Planning	Advocacy activities undertaken through the Dandenong IWM Forum & National Employment & Innovation Clusters (Monash & Dandenong)	Within anticipated operational budget
D	Advocacy with partners and key stakeholders to protect existing wildlife corridor links and establish new ones where appropriate.	Asset Planning & Improvement	Medium	Parks, Infrastructure Services & Planning	Advocacy activities undertaken through Living Links	Within anticipated operational budget



Theme 6. Transport & Movement

Goal: A City well connected through low carbon transport.

Strategic Objective – Council

6.1 – Increasing Council's use of active and low carbon transport options.

Target: 15% decrease in the use of single occupancy private vehicles as a method of travel to work for Council staff by 2026

Measure: Staff Travel Survey.

Target: Vulnerability to the impact of climate change assessed and incorporated into management plans for all critical Transport related assets and services by 2025

Measure: Asset Management System

Target: Council Fleet 100% low emission vehicles by 2030*

Measure: Council's fleet's annual GHG emissions inventory.

* Dependent on availability of suitable low emission vehicles that meet Council's operational needs.

The next five years – Council's Areas of Focus

	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
6.1.1 – Increased awareness within Council of the benefits of active and low carbon transport						
A	Support Council's response to the <i>Climate and Ecological Emergency</i> by increasing organisational adaptive capacity and staff awareness to facilitate achievement of its goal of a well-connected low carbon Greater Dandenong.	Education & Engagement	Ongoing	Council's internal Sustainability Advisory Group	Develop an annual program of staff training activities	Within anticipated operational budgets
B	Inclusion of roles and responsibilities in position descriptions that facilitate internal champions and accountability for Council's response to the climate and ecological emergency through its transport related actions.	Planning & Decision Making	Immediate	Transport & Civil Development People & Procurement	Updated position descriptions for all staff	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
6.1.2 – Increased staff usage of active and low carbon transport options						
A	Review and update Council's Green Travel Plan to support increases in staff usage of active and public transport.	Policy & Strategy Development	Short	Transport & Civil Development People & Procurement	Staff Travel Survey to occur every 4 years	Within anticipated operational budgets
B	All new Council buildings to be designed and built to achieve sustainable transport goals and objectives in accordance with Council's Sustainable Buildings Policy.	Planning & Decision Making	Ongoing	Building, Engineering & Major Projects	All new Council buildings to be designed and built to be net zero carbon emissions	Within anticipated Capital Works budget (between 5% to 10% marginal cost depending on ESD standard, with payback via ongoing operational saving on utilities).
C	Consideration of transport as part of the embedding of climate change risk management into the review and update of <i>Council's 2015–22 Asset Management Strategy</i> and <i>2015 Asset Management Plan – Buildings and Facilities</i> .	Strategy & Policy Development	Medium	Building, Engineering & Major Projects	Climate change embedded into updated <i>2022 Asset Management Strategy and relevant Asset Management Plans</i>	Within anticipated operational budgets
D	Demonstrate a built environment designed to promote the use of walking, cycling and public transport through Council's <i>Sustainable Buildings Policy</i> and <i>2015–22 Asset Management Plan – Buildings and Facilities</i> .	Strategy & Policy Development	Medium	Building, Engineering & Major Projects	Active and low carbon transport options aligned with CGD's Sustainable Buildings Policy and embedded into updated <i>2022 Asset Management Plan – Buildings and Facilities</i> .	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
6.1.3 – Increased awareness within Council of impacts of climate change on Transport service delivery						
A	Assess Council's adaptive capacity to respond to the climate and ecological emergency through transport related actions.	Planning & Decision Making	Immediate	Transport & Civil Development Infrastructure Services & Planning	Review of Council's adaptive capacity completed by December 2020	Within anticipated operational budgets
B	<p>Include Transport as part of the vulnerability assessments to climate change, to increase understanding of physical and financial impacts to Council's transport related assets as well as impacts on service delivery.</p> <p>This pilot project will inform further vulnerability assessments of Council's transport related assets and physical and financial impacts on service delivery to commence in 2021.</p>	Planning & Decision Making	Short	Transport & Civil Development Infrastructure Services & Planning	<p>Vulnerability assessments of Council's key assets to commence in 2020/21</p> <p>Impact of climate change on service delivery recognised in asset value by 2022/23</p>	<p>\$25,000 funded in 2019/20 for SECCCA Vulnerability Assessment Project.</p> <p>Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget</p>
C	Apply updated Risk Management Procedures to Council's Climate Change Risk Assessment that review risks relevant to transport and assign responsible risk owners.	Planning & Decision Making	Immediate	Corporate Services	Climate Change embedded into Council's corporate risk register by June 2021	Within anticipated operational budgets
D	Consider the performance of transport service delivery in terms of greenhouse gas emissions (e.g. are vehicles operating at the speeds at which they are more energy efficient) to increase understanding of the impact of transport on the environment.	Planning & Decision Making	Short	Transport & Civil Development Infrastructure Services & Planning	Greenhouse gas emissions recognised as a performance indicator for Council's Transport assets by 2022/23	Within anticipated operational budgets

	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
6.1.4 – A reduction in GHG emissions from Council's vehicle fleet						
A	Continue to assess and implement opportunities to increase Council's use of low emission vehicles.	Planning & Decision Making	Short	Infrastructure Services & Planning	Council's fleet's annual GHG emissions inventory	Within anticipated operational budgets
B	Prepare a Fleet Transition Plan to facilitate Council's uptake of low emission vehicles.	Asset Planning & Improvement	Medium	Infrastructure Services & Planning	Fleet Transition Plan	\$20,000 allocated in 2020/21 operational budget Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
C	Consider opportunities to influence key contractors' vehicle emissions through procurement processes.	Planning & Decision Making	Ongoing	Corporate Services Infrastructure Services & Planning	Implementation of CGD's <i>Procurement Policy</i>	Within anticipated operational budgets
D	Support and promote increased use by staff of information technology (IT) (such as use of video conferencing and webinars) to reduce travel requirements, including working from home.	Education & Engagement	Ongoing	Corporate Services	Reduction in Council's transport related GHG emissions through staff uptake of IT CGD Staff Travel survey	Within anticipated operational budgets
E	Support and promote elements of Council's <i>Green Travel Plan</i> that result in increased use by staff of low emission transport during work hours, including: <ul style="list-style-type: none"> Public transport for work in-hours commuting Car sharing Active transport options, including use of e-bikes. 	Education & Engagement	Short	Building, Engineering and Major Projects	CGD Staff Travel Survey	\$1,000 per annum operational budget



Strategic Objective – Community

6.2 – Increasing community access to and use of active and low carbon transport options.

Target: 15% increase in public transport use within Greater Dandenong by 2030

Measure: Public transport patronage data

Target: 10% reduction in single occupancy private vehicle as method of travel to work by 2028 (compared with 2016 census data)

Measure: ABS Census Data

Target: Double the number of trips to work undertaken by bicycle by 2028 (compared with 2016 census data)

Measure: ABS Census data

Target: Completion of the Strategic Cycling Corridors by 2030 and upgrade and completion of new path networks through funding from all level of government

Measure: Upgraded networks

The next five years – Council’s Areas of Focus

	Actions	Council’s Role	Timeframe	Responsibility	Outcome / Indicator	Resources
6.2.1 – Increased community awareness of the benefits from use of active and low carbon transport						
A	Support local programs that increase active travel by the community through partnerships with VicHealth to support local schools’ participation in the ‘Walk to School’ and ‘Ride to School’ programs.	Education & Engagement	Ongoing	Community Development	No. of schools involved in ‘Walk to School’ and ‘Ride to School’ programs.	Within anticipated operational budgets
B	In association with RoadSafe South East, continue to advocate for and promote programs that promote safe cycling, motorcycling and walking e.g. Bike Education.	Advocacy, Education & Engagement	Ongoing	Transport & Civil Development	No. of schools participating in initiatives	Within anticipated operational budgets
C	Increased provision and visibility of Public Electric Vehicle Charging Stations and Car Share Services	Infrastructure Planning & Improvement	Ongoing	Transport & Civil Development	No. Electric Vehicle Charging Stations and Car Share Pods	Within anticipated operational budgets
D	Promote success stories from Green Travel Initiatives undertaken by Council and other businesses.	Education & Engagement	Ongoing	Transport & Civil Development	Promotion material developed and distributed.	\$1,000 per annum operational budget

	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
6.2.2 – Increased travel by modes other than single occupant private vehicle trips within Greater Dandenong to reduce emissions and build resilience						
A	Continue to implement the Greater Dandenong Cycling and Walking Strategies.	Advocacy, Education & Engagement Planning & Decision Making Infrastructure Planning & Improvement	Ongoing	Transport & Civil Development Infrastructure Services & Planning Community Development	Implementation of Greater Dandenong Walking and Cycling Strategies	Within anticipated operational budgets and CIP bids
B	Continue to apply for state and federal government funding for the implementation of road and path infrastructure to address safety concerns, e.g. the <i>Black Spot Program</i> .	Funding & Grants	Ongoing	Transport & Civil Development	Funding and grants received to implement improvements to road and path safety No. of projects delivered	Within anticipated operational budgets and grants awarded
C	Implement the <i>Active Transport Infrastructure Priority Program</i> improving pedestrian and cycling infrastructure.	Infrastructure Planning & Improvement	Ongoing	Transport & Civil Development Infrastructure Services & Planning	No. projects delivered that provide improved access for pedestrians and cyclists	\$200,000 funded in 2020/21 capital works budget Funding subject to annual CIP budgets being approved as part of Council's annual budget.
D	Facilitate a built environment designed to promote the use of walking, cycling and public transport through Council's Environmentally Sustainable Development (ESD) Planning Policy requirements.	Planning & Decision Making	Ongoing	Planning & Design Transport & Civil Development	Implementation of Council's ESD Planning Policy (Clause 22.06)	Within anticipated operational budgets
E	Investigate options to improve planning scheme sustainable transport outcomes through development of elevated ESD policy requirements (ESDV2.0).	Policy & Strategy Development	Ongoing	Planning & Design	Investigate and finalise ESD Planning Policy V2.0 options	Within anticipated operational budgets
F	Collaborate with local governments through CASBE to update BESS and other tools to facilitate increased community use of active travel, public transport and electric vehicles through the planning process.	Planning & Decision Making	Ongoing	Planning & Design	Advocacy activities undertaken	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
G	Work with primary and secondary schools to implement infrastructure that promotes safe travel to and from school as pedestrians, cyclists and passengers. (<i>Active Transport Infrastructure Priority Program</i>).	Infrastructure Planning & Improvement	Ongoing	Building, Engineering & Major Projects	Implementation of infrastructure projects associated with schools	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
H	In conjunction with our partners, work towards providing safe, connected and well-serviced public transport options for the community.	Advocacy	Ongoing	Transport & Civil Development	Advocacy activities undertaken	Within anticipated operational budgets
I	Advocate for additional government investment in improvements to Public Transport services and access to Public Transport Services in accordance with Council's <i>Public Transport Advocacy Statement</i> .	Advocacy	Ongoing	Transport & Civil Development	Advocacy activities undertaken	Within anticipated operational budgets
J	Develop and facilitate the implementation of <i>Multi Modal Transport Infrastructure Plans</i> for areas subject to significant change.	Infrastructure Planning & Improvement	Immediate	Transport & Civil Development	<i>Multi Modal Transport Infrastructure Plans</i> completed by 2021.	Within anticipated operational budgets
K	Develop a new <i>Integrated Transport Plan</i> for the City of Greater Dandenong.	Planning & Decision Making	Medium	Transport & Civil Development	New <i>Integrated Transport Plan</i> developed by 2023	Within anticipated operational budgets
L	Work with and advocate to external organisations such as the Victorian Government and neighbouring municipalities to reduce barriers to cycling. This includes advocating for: <ul style="list-style-type: none"> • Stronger policies, road rules and design guidelines that improve cyclist safety and amenity. • Routes/paths to be delivered that connect bicycle paths and shared user paths between municipalities. 	Advocacy	Ongoing	Transport & Civil Development	Advocacy activities undertaken	Within anticipated operational budgets
M	Continue regional collaboration through South East Melbourne and the Eastern Transport Coalition's advocacy for sustainable and integrated transport services that reduce car dependency.	Advocacy	Ongoing	Transport & Civil Development	Continued participation in groups	Within anticipated operational budgets
N	Manage Council parking assets in a manner that discourages car use and encourages use of other modes of transport (e.g. setting permit fees at a level that does not discriminate against public transport users)	Planning & Decision Making	Ongoing	Transport & Civil Development	Parking management decisions made with consideration given to climate change	Within anticipated operational budgets

	Actions	Council's Role	Timeframe	Responsibility	Outcome / Indicator	Resources
6.2.3 – Increased uptake by the Greater Dandenong community of low emission vehicles						
A	Implement Council's <i>2019 Public Electric Vehicle Charging Infrastructure Policy</i> .	Planning & Decision Making	Ongoing	Transport & Civil Development	No. of Public Electric Vehicle Charging points	Within anticipated operational budgets
B	Advocate to the Victorian and Federal Governments for policy reform to encourage uptake of low emission vehicles (fuel emission standards, mobility subsidy etc.)	Advocacy	Short	Planning & Design	Advocacy activities undertaken	Within anticipated operational budgets
C	Implement Council's ESD Planning Policy requirements to facilitate use of low emissions vehicle technologies and supporting infrastructure.	Planning & Decision Making	Ongoing	Planning & Design Transport & Civil Development	% developments that incorporate infrastructure for low emission vehicles	Within anticipated operational budgets
6.2.4 – Reduced car ownership across the municipality						
A	Implement Council's <i>2019 Public Car Share Policy</i> to support increased community access and use of share cars.	Planning & Decision Making	Ongoing	Transport & Civil Development	No. of Car Share vehicles available within Greater Dandenong	Within anticipated operational budgets
B	Promotion of availability of car share services within Greater Dandenong to the community to increase awareness and use.	Education & Engagement	Ongoing	Transport & Civil Development	No. and patronage of Car Share vehicles available within Greater Dandenong	Within anticipated operational budgets
C	Implement Council's <i>ESD Planning Policy</i> requirements to facilitate a built environment designed to minimise car dependency.	Planning & Decision Making	Ongoing	Planning & Design Transport & Civil Development	Implementation of <i>Council's ESD Planning Policy</i> (Clause 22.06)	Within anticipated operational budgets



Theme 7. Assets, Infrastructure and Land Use Planning

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

Strategic Objective – Council

7.1 – Reducing risks from climate change impacts to Council's assets and infrastructure.

Target: That all Council's asset management plans address climate change impacts by 2025.

Measure: % of Council's Asset Management Plans that include consideration of climate change (Baseline to be established 2020–21)

The next five years – Council's Areas of Focus

	Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
7.1.1 – Increasing awareness within Council of the impacts from climate change on assets, infrastructure and land use development						
A	Support Council's response to the <i>Climate and Ecological Emergency</i> by increasing staff awareness and organisational adaptive capacity to deliver infrastructure that supports community resilience to climate change.	Education & Engagement	Ongoing	Internal Sustainability Advisory Group	Develop an annual program of staff training activities	Within anticipated operational budgets
B	Inclusion of roles and responsibilities in position descriptions that facilitate internal champions and accountability for Council's response to the climate and ecological emergency to ensure that climate change related risks relevant to assets, infrastructure and land use development are specifically considered and that reasonable precautions are implemented to minimise both impacts to the community and Council's liability risks.	Planning & Decision Making	Immediate	Infrastructure Services & Planning Planning & Design	Updated position descriptions for all staff	Within anticipated operational budgets
7.1.2 – Increased understanding of the vulnerability of Council's assets and infrastructure to climate change risks.						
A	Review the risks relevant to Council's assets and land use planning as part of the review of Council's Risk Register. This includes assigning identified risks to responsible risk owners.	Planning & Decision Making	Immediate	Corporate Services	Climate change embedded into Council's revised <i>Corporate Risk Register</i> by June 2021	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
B	<p>Undertake assessments of the vulnerability of Council's key tassets and infrastructure to climate change, to increase understanding of physical and financial impacts as well as impacts on service delivery.</p> <p>A pilot project to assess the vulnerability of Council's assets and infrastructure will be undertaken in 2020–21 as part of SECCCA's Vulnerability Assessment Project 'Assessing Climate Change Impacts – Council Assets, Services, Expenditure and Income'.</p> <p>This pilot project will inform the rollout of further vulnerability assessments of Council's assets and services, including consideration of assets and infrastructure.</p>	Planning & Decision Making	Immediate	Planning & Design	SECCCA's project used as pilot to inform future vulnerability assessments to be undertaken by Council	\$25,000 from 2019/20 budget
C	Undertake vulnerability assessments of Council's key assets and infrastructure to climate change, to increase understanding of physical and financial impacts as well as impacts on service delivery.	Planning & Decision Making	Short	Infrastructure Services & Planning	Vulnerability assessments of key assets completed by 2022/23	Funding requirements to be determined from Vulnerability Assessment pilot project
D	Assess Council's asset management adaptive capacity to reduce risks from the impacts of climate change and increase resilience.	Planning & Decision Making	Immediate	Infrastructure Services & Planning	Review of the adaptative capacity as part of vulnerability assessments	Funding requirements to be determined from Vulnerability Assessment pilot project
F	<p>Advocate for increased clarity from the Victorian Government on the local government sectors' roles and responsibilities and potential legal liability and insurance issues associated with Council assets, infrastructure and land use planning services.</p> <p>Building a shared understanding of the roles and responsibilities of state and local government is a priority action in <i>Victoria's Climate Change Adaptation Plan 2017 – 2020</i>.</p>	Advocacy	Immediate	Infrastructure Services & Planning Planning & Design	Increased clarity provided by the Victorian Government on Local Governments roles and responsibilities	Within anticipated operational budget
7.1.3 – Embedding of climate change risks into Council's asset management plans and processes.						
A	Incorporate requirement to undertake vulnerability assessments into Council's existing Asset Management Processes.	Planning & Decision Making	Medium	Infrastructure Services & Planning	Vulnerability Assessments embedded into Asset Management Planning process	\$50,000 in 2021/22 Budget Funding subject to annual operational budgets being approved as part of Council's annual budget



	Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
B	Utilise the outcomes of the vulnerability assessments to assess options, prioritise actions and develop a budgeted implementation plan for integration into Council's Capital Expenditure Program and Long-Term Financial Plan.	Planning & Decision Making	Medium	Infrastructure Services & Planning	Implementation Plan for priority actions by June 2023	\$50,000 in 2022/23 Budget Funding subject to annual operational budgets being approved as part of Council's annual budget
C	Identify and assess potential mechanisms to fund asset and infrastructure upgrades that increase resilience to climate change impacts.	Planning & Decision Making	Medium	Infrastructure Services & Planning	Assessment of potential mechanisms to fund asset and infrastructure upgrades prepared by 2021/22	Within anticipated operational budgets
D	Work collaboratively with SECCCA, local government partners and key stakeholders to identify regional infrastructure adaptation projects and consider potential funding mechanisms to help address financial barriers.	Planning & Decision Making	Medium	Planning & Design	Collaborative approach with key stakeholders Consideration of potential pathways forward	Within anticipated operational budgets
G	Embed consideration of climate change into Council's Asset Management Strategy & Plans as they are reviewed and updated. This will: <ul style="list-style-type: none"> • Be in accordance with the Council Plan and other key strategies • Include applying the asset vulnerability assessment framework (to be developed: Action 4.3.1.a) to all asset types within the Risk Section of the Asset Management Plans • Embed climate change into Council's financial decision-making processes through Council's Long-Term Financial Strategy and Annual Budget • Be aligned with international and national standards on assessment of climate change risks and adaptation planning • Be guided by industry standards addressing impacts of climate change on Assets and Infrastructure set by Institute of Public Works Engineering Australasia (IPWEA) through NAMS Plus (National Asset Management Standards) as developed and updated. 	Planning & Decision Making Policy & Strategy Development	Immediate	Infrastructure Services & Planning	Baseline established in 2020/21 for number of <i>Asset Management Plans</i> incorporating climate change Climate change embedded into updated 2022 <i>Asset Management Strategy</i> <i>Asset Management Plans</i> reviewed and updated An asset vulnerability assessment framework to be applied to all asset types within the Risk Section of the <i>Asset Management Plans</i>	Within anticipated operational budgets

	Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
H	Review and update Council's Civil Engineering Standards and associated standard design drawings to ensure consideration of climate change impacts.	Strategy & Policy Development	Short / Medium	Infrastructure Services & Planning	Council's Civil Engineering Standards and associated standard design drawings updated by 2021	Within anticipated operational budgets
I	Embed consideration of climate change, including responses to direct and indirect impacts, as part of Council's Capital Improvement Project Bid submissions and evaluation processes. This includes driving technical specifications and tender weightings for procurement purposes.	Planning & Decision Making	Short	Infrastructure Services & Planning	Capital Improvement Project bids and evaluation processes must include consideration of climate change as part of the submission process from 2020–21	Within anticipated operational budgets
J	Embed lifecycle cost benefit analysis, including climate change resilience, by creating a framework in the Asset Management Planning process including CIP bids.	Planning & Decision Making	Immediate	Infrastructure Services & Planning	Framework established to embed lifecycle cost benefit analysis into Asset Management and CIP processes from 2020/21.	Within anticipated operational budgets
K	In collaboration with Melbourne Water, investigate and identify flood mitigation opportunities to address risks and review and develop a forward capital works program for drainage upgrades based on priority, risk and cost-benefit analysis.	Planning & Decision Making	Ongoing	Infrastructure Services & Planning	Review and update flood mitigation works program in 2020/21	Within anticipated operational budgets
7.1.4 – Advocacy that supports investment in Council's infrastructure that helps build the local community's resilience to the impacts of climate change.						
A	Advocate for increased information, tools and capacity for the local government sector to reduce exposure to climate risk through the planning, design, construction and management of its infrastructure.	Advocacy	Ongoing	Infrastructure Services & Planning	No. of advocacy activities undertaken	Within anticipated operational budgets
B	Advocate for increased financial support for the local government sector to help ensure its infrastructure continues to meet a growing community's needs in the face of climate change.	Advocacy	Ongoing	Infrastructure Services & Planning	Dollar value of funding obtained	Within anticipated operational budgets



Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
7.1.5 – Embedding consideration of climate change impacts and risks into Council's Land Use planning processes.					
<p>A Undertake vulnerability assessments of Council's land use planning processes consideration of climate change, to increase Council's understanding of risks and liabilities and impacts on service delivery.</p> <p>This is to include an assessment of Council's land use planning services adaptive capacity to reduce risks and liabilities and identify opportunities.</p>	<p>Planning & Decision Making</p>	<p>Short</p>	<p>Planning & Design Infrastructure Services & Planning</p>	<p>Vulnerability assessments of land use planning services completed</p>	<p>Funding requirements to be determined from Vulnerability Assessment pilot project</p>
<p>B Develop a budgeted implementation plan that is based on the outcomes of the vulnerability assessments to:</p> <ul style="list-style-type: none"> Assess options Identify the prioritisation actions <p>The implementation plan is to be integrated into Council's Budget and Long-term Financial Plan and aligned with the development of a strategy that integrates the recognition of climate change into the budget process.</p>	<p>Planning & Decision Making</p>	<p>Medium</p>	<p>Planning & Design</p>	<p>Implementation Plan for priority actions by June 2023</p>	<p>Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget</p>
<p>C Work with key stakeholders to implement planning controls to alleviate the impact of urban consolidation, infill development and climate change on existing drainage infrastructure.</p>	<p>Planning & Decisions Making</p>	<p>Immediate</p>	<p>Infrastructure Services & Planning</p>	<p>Support from DELWP & the VPA to implement controls</p>	<p>Within anticipated operational budgets</p>
<p>D Investigate options for the potential development of a Developer Contribution Policy and Plan that enables Council to recover costs required to upgrade existing infrastructure to accommodate infill development.</p>	<p>Funding</p>	<p>Immediate</p>	<p>Infrastructure Services & Planning</p>	<p>Options for a Developer of Contribution Policy investigated in 2020/21</p>	<p>Within anticipated operational budgets</p>



Strategic Objective – Community

7.2 – Reducing climate change risks to our community through resilient assets and infrastructure.

Target: A reduction in the vulnerability of our community to the impacts of climate change.

Measure: Climate Vulnerability Index Assessment (Baseline to be established 2020–21)

The next five years – Council’s Areas of Focus

	Actions	Council’s Role	Timeframe	Responsibility	Outcome / indicator	Resources
7.2.1 – Increased awareness across the municipality of the risks of climate change to assets and land use						
A	Work with CASBE and other key stakeholders to continue to update planning information fact sheets on opportunities to increase the resilience of the community’s assets and land use to climate change.	Education & Engagement	Ongoing	Planning & Design	Updated Sustainable Design Assessment in the Planning Process (SDAPP) & Built Environment Sustainability Scorecard (BESS) fact sheets	Within anticipated operational budgets
B	Review opportunities to increase Council’s community awareness programs that focus on the role and importance of infrastructure in response to the climate and ecological emergency.	Education & Engagement	Ongoing	Infrastructure Services & Planning	Community Climate Change mobilisation prepared	Within anticipated operational budgets
C	Review and update information and reports on council’s website (Sustainability and the environment section) regarding asset planning and management (Building, drainage, open space etc.)	Education & Engagement	Ongoing	Infrastructure Services & Planning	Information on Council’s website regularly updated	Within anticipated operational budgets
7.2.2 – A community better prepared to manage risks that climate change impacts may have on their assets and land use.						
A	Embed consideration of climate change resilience into Council’s Design Manual for the Subdivision of Land.	Strategy & Policy development	Ongoing	Infrastructure Services & Planning	Updated Design Manual for the Subdivision of Land by 2022	Funding subject to annual CIP and operational budgets being approved as part of Council’s annual budget



	Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
B	Continue to collaborate with Melbourne Water to identify and implement measures to reduce flood risks across the municipality.	Asset Planning & Improvement	Ongoing	Infrastructure Services & Planning	Implementation of the 2018 Dandenong Flood Management Plan	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
C	Work in collaboration with other key stakeholders (including Melbourne Water, DELWP and South East Water) to ensure the Melbourne Racing Club's (MRC) Comprehensive Development Plan being prepared for the proposed Sandown Park Racecourse re-development adequately responds to flooding and integrated water management requirements.	Advocacy Planning & Decisions Making	Immediate	Infrastructure Services & Planning	Flooding and integrated water management requirements incorporated into the MRC's Comprehensive Development Plan for the Sandown Park Racecourse re-development	Within anticipated operational budgets
D	<p>Work in collaboration with the Victorian Planning Authority and other key stakeholders to facilitate the implementation of the Monash National Employment and Innovation Cluster Framework's vision for the region and the community. The framework's guiding principles to achieve the vision include:</p> <ul style="list-style-type: none"> • Integrated transport networks • Sustainable social infrastructure and open space • Sustainable development with increased climate change resilience, integrated water management and resource efficiencies. 	Advocacy Planning & Decisions Making	Ongoing	Planning & Design Infrastructure Services & Planning	Advocacy activities undertaken resulting in facilitation and stronger alignment of infrastructure assets and plans with Council	Within anticipated operational budgets
7.2.3 – Advocacy that supports investment in local and regional infrastructure that helps build the local community's resilience to the impacts of climate change.						
A	Advocacy that supports investment in infrastructure that helps build the local community's resilience to the impacts of climate change. This includes advocacy undertaken by Council directly and through its membership of local government alliances such as South East Melbourne, the Eastern Transport Coalition and the Monash National Employment and Innovation Cluster.	Advocacy	Short	Infrastructure Services & Planning	Advocacy activities undertaken resulting in investment in infrastructure outcomes for the community	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsibility	Outcome / indicator	Resources
B	Advocate for Melbourne Water to review and update the geographical extent of the Land Subject to Inundation Overlay (LSIO) and Special Building Overlay (SBO) within CGD Planning Scheme.	Advocacy	Medium	Infrastructure Services & Planning	Updated LSIO and SBO incorporated into the Planning Scheme	Within anticipated operational budgets
C	Advocate for the review and update of climate change adaptation and risk-mitigation strategies in the Victoria Planning Provisions.	Advocacy	Ongoing	Planning & Design	Advocacy activities undertaken through membership of CASBE and SECCCA	Within anticipated operational budgets
D	Advocate on behalf of the local community to other government bodies, key stakeholders and organisations to ensure that plans for infrastructure assets, transport and stormwater drainage services are integrated with Council's future infrastructure plans.	Advocacy	Ongoing	Infrastructure Services & Planning	Advocacy activities undertaken resulting in facilitation and stronger alignment of infrastructure assets and plans with Council	Within anticipated operational budgets
E	Investigate the need for a supporting Public Infrastructure Plan (PIP) prepared by the Melbourne Racing Club (MRC) for the Sandown Racecourse re-development in collaboration with Council and other key stakeholders (including DELWP, Melbourne Water, South East Water and VPA).	Advocacy	Immediate	Infrastructure Services & Planning	Investigation undertaken into the need for a supporting Public Infrastructure Plan (PIP)	Within anticipated operational budgets
F	Advocate to key stakeholders: <ul style="list-style-type: none"> • For public lighting reforms • To invest in integrated demand management, renewables and battery storage to assist with network reliability and to defer network augmentations and associated costs. 	Advocacy	Ongoing	Infrastructure Services & Planning	Advocacy activities undertaken	Within anticipated operational budgets



Theme 8. Waste & Resources

Goal: A city of low waste through efficient resource use.

Strategic Objective – Council

8.1 – Reducing the environmental impacts from Council's use of resources.

Target: Reduce office waste to landfill to 30% by 2025

Measure: Council office waste audit

Baseline: 2019: 46%

Target: Increase office waste recycled to 70% by 2025

Measure: Council office waste audit

Baseline: 2019: 54%

The next five years – Council's Areas of Focus

	Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
8.1.1 – Increased awareness within Council of the environmental impacts resulting from use of resources as well as opportunities to reduce generation of waste						
A	Support Council's response to the Climate and Ecological Emergency by increasing organisational adaptive capacity and staff awareness through the promotion of internal waste management goals and expectations to all Council staff to reduce waste and increase resource recovery across Council offices.	Education & Engagement	Ongoing	Council's internal Sustainability Advisory Group	Develop an annual program of staff training activities	Within anticipated operational budgets
B	Develop and deliver a communications strategy across council to foster decreased material generation, increased uptake of recycling, and understanding of avenues for re-use of materials.	Policy & Strategy Development	Immediate	Business, Engineering and Major Projects	Communications Strategy prepared by 2021	As per funding for Waste and Litter Strategy



	Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
C	Inclusion of roles and responsibilities in position descriptions that facilitate internal champions and accountability for Council's response to the Climate and Ecological Emergency through management of waste and procurement processes.	Planning & Decision Making	Immediate	Infrastructure Services & Planning City Planning, Design & Amenity	Reference to Council's declaration of a Climate and Ecological Emergency included in all new role's position descriptions. Commence update of existing position descriptions for all staff as part of Staff Personal Development Plan reviews in 2020/21	Within anticipated operational budgets
D	Assess Council's capacity to adapt its waste management to reduce risks and increase resilience to the impacts of climate change.	Planning & Decision Making	Short	Business, Engineering & Major Projects	Review of adaptative capacity as part of vulnerability assessments	Funding requirements to be determined from Vulnerability Assessment pilot project
E	As part of Council's overall program of vulnerability assessments, include waste management and resource procurement as part of the vulnerability assessments to climate change, to increase understanding of physical and financial impacts to Council's waste management assets and procurement processes as well as impacts on service delivery. This pilot project will inform further vulnerability assessments of Council's waste management assets, procurement processes and physical and financial impacts on service delivery to commence in 2021	Planning & Decision Making	Short	Business, Engineering & Major Projects Corporate Services	Vulnerability assessments of Council's key assets to commence in 2020/21 Impact of climate change on service delivery recognised in asset value by 2022/23	\$25,000 funded in 2019/20 for SECCCA Vulnerability Assessment Project Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget



	Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
8.1.2 – Reducing waste sent to landfill from Council's facilities and events						
A	Ongoing implementation of programs to reduce waste and increase resource recovery across Council's offices and community events (e.g. Waste Wise).	Planning & Decision Making	Ongoing	Business, Engineering & Major Projects	Implementation of Council's Waste Wise Office program.	Within anticipated operational budgets As per funding for Waste & Litter Strategy
B	Implementation of Council's <i>Plastic Use Policy</i> across its corporate operations and service delivery, as well as at festivals, events and applicable activities on any land or building owned and managed by Council	Planning & Decision Making	Ongoing	City Planning, Design & Amenity	Implementation of Council's <i>Plastics Use Policy</i> to Council operations and procurement	Within anticipated operational budgets
C	Implementation of Council's <i>Procurement Policy</i> to encourage sustainable procurement outcomes by using products and services which have minimal impact on the environment and human health	Planning & Decision Making	Ongoing	Corporate Services	Development of indicators to procurement performance	Within anticipated operational budgets
D	Expand public place recycling bins across the municipality, to include shopping precincts, regional parks and sporting venues	Infrastructure Planning & Improvement	Ongoing	Business, Engineering & Major Projects	No. of recycling bins installed in CGD	Funding subject to annual CIP budgets being approved as part of Council's annual budget
E	Assess the potential to better recover materials from Council operations and works, and investigate further opportunities for both recovery and re-use of recycled materials	Planning & Decision Making	Short	Business, Engineering & Major Projects	No. of recycling bins installed in CGD	Funding subject to annual CIP and operational budgets being approved as part of Council's annual budget
F	All new Council buildings to be designed and built to achieve sustainable waste management and materials use goals and objectives in accordance with Council's <i>Sustainable Buildings Policy</i>	Asset Planning & Improvement	Ongoing	Business, Engineering & Major Projects	Implementation of Council's Sustainable Buildings Policy. Monitoring and reporting to be undertaken in accordance with the Sustainable Buildings Policy	Funding for future years is subject to the approval of CIP bids as part of annual Council budget process



	Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
8.1.3 – Sustainable procurement practices that positively influence Council's supply chain						
A	Investigate opportunities to increase use of recycled materials and products across Council's operations to assist in achieving circular economy goals, in line with the <i>Waste & Litter Prevention Strategy</i> .	Planning & Decision Making	Short	Corporate Services Business, Engineering & Major Projects	Opportunities reported on	Within anticipated operational budgets
B	Implement Council's <i>Procurement Policy</i> which aims to reduce its environmental impacts by actively promoting green procurement throughout its supply chain.	Planning & Decision Making	Ongoing	Corporate Services Business, Engineering & Major Projects	No. of contracts awarded addressing sustainability criteria	Within anticipated operational budgets
C	Implement a <i>Procurement Education Program</i> to help inform Council staff with procurement responsibilities of sustainability considerations within the procurement process	Engagement & Education	Short	Corporate Services	Implementation of Procurement Education Program	Within anticipated operational budgets
D	Assess Council's capacity to adapt procurement and resource processes to climate risks and increase resilience to the impacts of climate change.	Planning & Decision Making	Short	Business, Engineering & Major Projects	Review of adaptative capacity as part of vulnerability assessments	Funding requirements to be determined from Vulnerability Assessment pilot project



Strategic Objective – Community

8.2 – Reducing the impacts from our community’s use of resources and generation of waste.

Target: A 10% reduction in total household kerbside waste collected by 2025 Measure: Household kerbside waste collection data Baseline: 54.5 Mg (2018/19)	Target: 50% household kerbside waste to landfill by 2025 Measure: Household kerbside waste collection data Baseline: 54% (2018/19)	Target: 50% household kerbside waste diverted from landfill by 2025 Measure: Household kerbside waste collection data Baseline: 46% (2018/19)
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The next five years – Council’s Areas of Focus

	Actions	Council’s Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
8.2.1 – Increasing our community’s awareness of the environmental impacts of their resource use and waste management						
A	Development and implementation of an Annual Waste Education Plan in accordance with <i>Council’s 2015 Waste and Litter Strategy</i> (as revised from time to time).	Education & Engagement	Ongoing	Business, Engineering & Major Projects	Implementation of Annual Waste Education Plan	\$247,195 funded in the 2020/21 financial year
B	Review, update and deliver communications campaigns including waste education materials, tools and programs to the community to increase engagement and awareness focused on waste avoidance and sustainable consumption.	Education & Engagement	Ongoing	Business, Engineering & Major Projects	Implementation of Annual Waste Education Plan and promotional education campaigns	Within anticipated operational budgets
C	Continue to promote and support opportunities for community diversion and recycling of soft plastics in line with Council’s Plastic Use Policy.	Education & Engagement	Ongoing	Business, Engineering & Major Projects	Reduction in household plastic usage and contamination as determined through annual kerbside contamination audits	Within existing budget
D	Collaborate with key stakeholders and partners to ensure waste education material and resources are more accessible to Culturally and Linguistically Diverse communities to increase awareness in response to the climate and ecological emergency we are facing.	Education & Engagement	Ongoing	Planning & Design Business, Engineering & Major Projects	Translate existing waste education materials into other commonly spoken community languages	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
E	Continue to engage with the education sector (early learning, kinder, primary, secondary and specialist schools) to facilitate behaviour change that supports sustainable consumption of resources and appropriate waste disposal practices.	Education & Engagement	Ongoing	Business, Engineering & Major Projects	Delivery Waste Minimisation School Education Program to schools	Within anticipated operational budgets
F	Continue to engage with real estate agents to support behaviour change and compliant waste and recycling practices across rental properties.	Education & Engagement	Ongoing	Business, Engineering & Major Projects	Engagement with property managers' information guides	Within anticipated operational budgets
G	Review the provision of waste services and the scope of for improvement communication and collaboration with: <ul style="list-style-type: none"> • Commercial properties • Schools and children's services • Sporting clubs. 	Policy & Strategy Development	Medium	Business, Engineering & Major Projects	Opportunity report delivered by 2021	
H	Work with Council's partners to update planning information fact sheets on opportunities to enhance waste management and building materials selection.	Education & Engagement	Ongoing	City Planning, Design & Amenity	Updated SDAPP Waste and Materials fact sheets	Funding subject to annual operational budgets being approved as part of Council's annual budget.
I	Continue to implement councils Litter Prevention services across the municipality to discourage unlawful waste disposal practices.	Education & Engagement	Ongoing	Business, Engineering & Major Projects	Litter prevention programs and engagement activities	Within anticipated operational budgets
J	Promote existing programs and collaborate with the business community to stimulate circular economy programs.	Education & Engagement	Ongoing	Business, Engineering & Major Projects	No. of businesses engaged	Within anticipated operational budgets
K	Continue to complete strategic snapshot contamination audits of kerbside bins. This will assist in determining the most common contaminants, as well as areas to prioritise.	Policy & Strategy Development	Medium	Business, Engineering & Major Projects	Kerbside bin contamination audit report	Funding subject to annual operational budgets being approved as part of Council's annual budget



Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
8.2.2 – Increasing services and infrastructure to support our community's efforts to reduce the amount of waste sent to landfill					
<p>A</p> <p>Advocacy with partners and key stakeholders for Federal Government action to address Australia's waste crisis, in particular:</p> <ul style="list-style-type: none"> • Implementation of the National Waste Strategy and its focus on a circular economy • Mandatory product stewardship requirements for all toxic and other relevant products to lower their lifecycle impacts. 	Advocacy	Ongoing	Business, Engineering & Major Projects	Advocacy undertaken with key stakeholders	Within anticipated operational budgets
<p>B</p> <p>Partner with the Municipal Association of Victoria (MAV) and Metropolitan Waste and Resource Recovery Group (MWRRG) in advocacy efforts to the State and Federal Government for:</p> <ul style="list-style-type: none"> • Waste and resource recovery infrastructure in line with the <i>Metropolitan Waste and Resource Recovery Implementation Plan</i> and regional needs • National and state-wide waste minimisation and resource awareness programs • Legislation to increase product stewardship. 	Advocacy	Ongoing	Business, Engineering & Major Projects	Advocacy undertaken through Council's participation in the MAV and MWRRG	Within anticipated operational budgets
<p>C</p> <p>Implementation of Council's <i>Waste & Litter Strategy</i> (as revised from time to time), to focus on:</p> <ul style="list-style-type: none"> • Delivering best practice waste management services and promoting resource recovery • Collaboration with a broad range of partners • Educating and informing the community • Provide leadership in the planning of future waste services and infrastructure. 	Infrastructure Planning & Improvement	Ongoing	Business, Engineering & Major Projects	Reporting of progress of the annual action plan under the <i>Waste and Litter Strategy</i>	Within anticipated operational budgets
<p>D</p> <p>Review and update Council's <i>2015 Waste and Litter Strategy</i> to ensure it continues to address the unsustainable use of resources, generation of waste to landfill, and more ambitious diversion targets stipulated.</p>	Policy & Strategy Development	Immediate	Business, Engineering & Major Projects	New <i>Waste and Litter Strategy</i> by December 2020	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
E	<p>Actively participate in the procurement process for key services in accordance with the MWRRG project plan including:</p> <ul style="list-style-type: none"> • Introduction of Advanced Waste & Resource Recovery Services as an alternative to landfill • Waste landfill and transfer services • Co-mingled recycling processing services. 	Infrastructure Planning & Improvement	Ongoing	Business, Engineering & Major Projects	MWRRG Project Plan Procurement Services Contracts	Within anticipated operational budgets
F	Investigate partnership opportunities with local industries to enable diversion of 'other' household waste materials.	Planning & Decision Making	Short	Business, Engineering & Major Projects	Partnership agreements developed	Within anticipated operational budgets
G	Implementation of Local Planning Provision Clause 22.06 <i>Environmentally Sustainable Development</i> to achieve best practice waste management outcomes design, construction and operational outcomes.	Planning & Decision Making	Ongoing	City Planning, Design & Amenity	ESD requirements assessed for all applicable planning applications	Within anticipated operational budgets
H	Collaborate with local governments through CASBE to update BESS and other tools to facilitate best practice waste management processes and minimisation of resource use through the planning process.	Planning & Decision Making	Ongoing	City Planning, Design & Amenity	Advocacy actions undertaken	Within anticipated operational budgets
I	Collaborate with and continue to support local community groups working to create a circular economy and/or reduce waste sent to landfill. (e.g. Boomerang Bags).	Education & Engagement	Ongoing	City Planning, Design & Amenity	No. of collaboration activities undertaken with community groups	Within anticipated operational budgets



	Actions	Council's Role	Timeframe	Responsible Council Unit	Outcome / Indicator	Resources
8.2.3 – A reduction in community greenhouse gas emissions from food waste						
A	Continue to implement Council's existing waste education programs to encourage community uptake of home composting initiatives to reduce food waste to landfill.	Education & Engagement	Ongoing	Business, Engineering & Major Projects	No. of composting workshops and activities held No. of participants	Within anticipated operational budgets
B	Expansion of existing household kerbside waste collection to include Household Food Organics to reduce waste sent to landfill.	Service Planning & Improvement	Immediate	Business, Engineering & Major Projects	Introduction of Food Organics household service by April 2021	\$200,000 funded for 2020/21 financial year
C	Develop and implement a food and organic waste education and behaviour change program to support the introduction of the Food Organics Garden Organics kerbside collection service.	Education & Engagement	Immediate	Business, Engineering & Major Projects	Food Organics waste education program developed by January 2021	\$191,416 funded for 2020/21 financial year \$88,416 per annum funded for 2022–2025
D	Promote the participation of cafes and restaurants in the free "Love Food Hate Waste" program which provides hospitality businesses with the ability to reduce both operating costs and food waste.	Education & Engagement	Medium	Business, Engineering & Major Projects	No. of businesses participating	Within anticipated operational budgets



CLIMATE CHANGE
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