



ACTION PLAN 2017/2018

These are the actions we will be undertaking over 2017/2018 to meet our Council Plan targets.

This action plan will be updated annually with new actions and our progress.

GOAL 1

We will be leaders in creating a sustainable city through local innovation projects that address climate change.

1.1 We will become an energy and water efficient city and reduce waste.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Create a Darebin Energy Foundation – a climate emergency think tank and creator of initiatives that can be scaled across communities.	Develop a model for a Darebin Energy Foundation for consideration in the 2018/2019 budget.
Create and enact a local <i>Climate Emergency Plan</i> to address and climate change and mitigate risks.	Develop and enact a <i>Climate Emergency Plan</i> . Host a Climate Emergency Conference to promote Darebin as leaders in local responses to the climate emergency. Carry out an additional 200 inspections of drainage pits and pipes in high risk flood areas to reduce flood risk. Implement actions from the <i>SES Emergency Management Audit</i> into a revised <i>Emergency Management Plan</i> .
Divest from financial institutions that lend to the fossil fuel industry.	Review our <i>Fossil Fuel Divestment Strategy</i> .
Make our Council buildings and car fleet more energy efficient.	Develop an <i>Environmentally Sustainable Development Policy</i> to outline minimum standards for new and refurbished Council buildings. Update our <i>Vehicle Policy</i> to ensure priority selection of environmentally friendly, preferably electric or hybrid, passenger fleet vehicles.
Double solar power from approximately 18,000 kilowatts to 36,000 kilowatts, including for low income households.	Extend our Solar \$aver program – which helps residents buy solar without upfront costs – to ensure 2,000 kilowatts solar is committed for installation in the following year. Increase the number of businesses taking up subsidised LED lighting (Light\$mart project) by 20 and installing larger solar systems by 10. Hold a green business expo, two green business networking events and increase the number of businesses on our green business directory.
Increase Council's use of water from non-drinking water sources by 30 megalitres by 2025.	Complete the John Cain stormwater harvest and flood mitigation works to provide water for irrigation of sports grounds to increase annual supply of water use from non-drinking supplies by 15 megalitres. Include Water Sensitive Urban Design or Environmentally Sustainable Design practices or products into at least 75% of Council's capital work projects.
Reduce waste to landfill by 1kg per person year-on-year, while maintaining community satisfaction with waste services above 80%.	Develop a policy and action plan to eliminate single use plastic items at Council events/activities and events/activities at Council sites. Encourage the community, traders, schools and others to minimise single-use plastic and advocate to State government and larger retailers to implement plastic bans. Develop a model for the introduction of a new food waste collection and processing service in 2019/20. Continue advocacy on the landfill levy and other relevant waste and recycling issues, to redirect levies to Council to reduce waste to landfill, increase recycling and address climate change.

1.2 We will increase sustainable transport through safer streets for walking and cycling, and advocacy for public transport.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
<p>Reduce private vehicle use to an average of 13 kilometres per day per person by 2020 (10%).</p> <p>Increase car share bays from 20 to 100.</p>	<p>Install 16 car share bays on council managed land.</p> <p>Investigate the feasibility of introducing a green ticket option at Council managed and operated arts venues that will give a discount to those that use sustainable transport to get to the event.</p> <p>Produce a walking and cycling map encouraging green travel options to Council managed and operated arts venues.</p>
<p>Dramatically increase opportunities for walking and cycling – with our biggest ever single investment of \$6 million in the first year of this plan – including converting some roads into shared streets where green space, walking and cycling take priority</p> <p>Reduce the speed limit to 40 kilometres across 30% of the municipality</p> <p>Increase cycling by 12%</p> <p>Replace \$5.6 million of damaged footpaths and increase satisfaction with footpath maintenance to above 80%</p> <p>Implement our commitments under the NORTH Link Regional Trails Strategy to ensure walking and cycling routes connect throughout the north of Melbourne</p>	<p>Improve six intersections and crossings on key walking/ cycling routes.</p> <p>Improve the whole-of-trip experience for cyclists throughout Darebin including improvements in way-finding, path network expansion, safety improvements, path upgrades, removing conflict points with vehicles, increased parking (100 new spaces across 50 hoops) and making active transport a priority in some streets.</p> <p>Redesign 3 streets where where green space, walking and cycling take priority.</p> <p>Complete an audit of our safe active travel routes to schools and deliver six priority projects across the schools audited Install 40km/hour signage in the Fairfield North and Northcote (Charles to Bent Street) areas.</p> <p>Replace 7,500m of footpath defects on the primary and secondary pedestrian network and increase funding towards footpath maintenance to \$1.7M.</p>
<p>Advocate to the Victorian Government to:</p> <ul style="list-style-type: none"> - increase the frequency of train, tram and bus services - fast track the Clifton Hill metro upgrade to improve train services to South Morang - extend the number 11 tram route to Edwardes Street - upgrade of 14 tram stops on tram route 86 to accessible tram stops. 	<p>Advocate to the Victorian Government to seek their commitment to proceed with the design phase for the installation of tram Route 86 accessible “super stop” tram stops.</p> <p>Advocate to the Victorian Government to commit to undertaking works in the vicinity of tram Route 11, including the upgrade of the Regent Street terminus, and the Reservoir level crossing removals project which will enable a future tram Route 11 extension to Edwardes Street.</p> <p>Continue to advocate to the Victorian Government for an increase in bus service and coverage across Darebin.</p>

GOAL 1

1.3 We will expand and improve our network of **open and green spaces, parks and natural environments** to provide the lungs for our city and reduce the impacts of climate change.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
<p>Create a Darebin Nature Trust, capitalised with \$10 million over this plan, to increase open space and native vegetation, and ensure all residents live within 500 metres open space.</p>	<p>Develop a model for a Darebin Nature Trust for the 2018/19 budget.</p> <p>Review our <i>Open Space Strategy</i> through an audit of open space and publish a list of new public open spaces to acquire, preserve or upgrade.</p>
<p>Maintain resident satisfaction with the maintenance of parks, reserves and open spaces above 85%.</p>	<p>Implement, as a minimum, all yearly actions in the:</p> <ul style="list-style-type: none"> - Edwardes Lake Park Master Plan - Bill Lawry Oval and Oldis Gardens (BLOG) Master Plan - Bundoora Park Master Plan - Robinson Capp Master Plan - Dole/Donath Master Plan - Ray Bramham Gardens Master Plan. <p>Develop new Master Plans and yearly action plans for Mayer Park and the Northcote Golf Course.</p>
<p>Grow our urban forest by 7,600 trees to increase tree coverage on public land by 15%.</p>	<p>Plant 1,900 trees in streets, parks, public land and play spaces, particularly in urban heat island hot spots (areas that are warmer than their surroundings because of human activity such as buildings and roads) identified through infrared photography.</p>
<p>Install rain gardens/water sensitive urban devices to improve the condition of our waterways.</p>	<p>Install four new rain gardens/water sensitive urban devices.</p>

GOAL 2

We will improve the wellbeing of people in our community by **providing opportunities** for them to live their lives well.

2.1 We will ensure health and social services meet our community's needs across their life-course.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Continue to design and invest in community services and programs that improve health and wellbeing and maintain overall satisfaction above 85%.	See "Implement a Darebin Service Review program" Goal 6.1. Develop and implement the Health and Wellbeing plan 2017-2021.
Increase immunisation rates to 95% as per the WHO Global Vaccine Action Plan 2011-2020. Increase our health checks, through innovative approaches to communication and conversation with families.	Run workshops, information sessions and events for families of children to a satisfaction level above 80%. Provide at least 6 workshops for educator learning.
Create a new park, playground, oval and children's hub on the site of the old Ruthven Primary School in Reservoir.	Develop a master plan for the former Ruthven school site for mixed community service, open space and sporting use.
Maintain support for playgroups and seek additional Victorian Government grant program funding, when available.	Use Victorian Government funding for supported playgroups to expand program to six weekly sessions across the municipality.
Transition our youth program to a skills-based approach that will help young people participate in pathways to education and employment.	Develop and enact a <i>Youth Services Strategy</i> .
Review our aged care services in light of Federal Government changes, and maintain short waiting times for our aged care services, keeping levels of satisfaction above 85%.	Review existing aged care services in light of the reform agenda and run an aged care reforms consultation with 500 people consulted. Maximise opportunities for people with disability through the National Disability Insurance Scheme: 300 people assisted to access the NDIS in 2017/2018.
Build four Changing Place facilities which are fully accessible public toilets with change tables and hoists for people with severe or profound disability.	Identify locations and work with relevant stakeholders to design and build a fully compliant Changing Place.

GOAL 2

2.2 We will expand opportunities for participation and social connection through sport, physical activity, arts, culture and other leisure activities.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Build or upgrade 24 playgrounds, including one for all abilities, in consultation with local children.	Design and build at least 6 new or upgraded play spaces for large and small public open spaces.
Continue to upgrade our sports grounds and facilities.	Prepare and maintain sportsgrounds so 100% are ready for competition.
Build a new multipurpose indoor and outdoor sports stadium – a premier facility for women’s sport – at John Cain Memorial Park in Thornbury.	Finalise the design for the Multi Sports Stadium and commence contract tendering works.
Redevelop the Northcote Aquatic and Recreation Centre into a \$50m state-of-the-art aquatic centre.	Finalise options to redevelop the Northcote Aquatic and Recreation Centre.
Increase green (outdoor) gyms to give more residents access to free gym equipment.	Install new green outdoor gyms across the municipality.
Diversify leisure programs to increase participation.	Apply a diversity focus across leisure infrastructure projects to determine a priority list of projects based on community needs.
Increase participation for girls, women and low income residents by reviewing the “inclusivity” of facilities and programs and reducing barriers such as fees or perceptions of safety.	Review our sport and leisure work with an “inclusive” focus and develop a plan to reduce barriers and increase participation by girls, women and low income residents. Examine the feasibility of more free and low cost exercise activities.
Redevelop six senior citizen centres to increase group usage by 5%.	Undertake an audit of six seniors centres to develop a plan for their renovation.
Activate Darebin with arts and culture, making it more visible and encouraging a spread of activity across the municipality, throughout the calendar year, at all times of the day and night. Increase and diversify audiences, supporting innovation in arts programming and maintaining high levels of satisfaction in festivals and events above 90%. Grow the reach of the Bundoora Homestead Art Centre.	Ongoing implementation of <i>Arts Strategy 2014 – 2020</i> . Employ, program, commission and support a greater diversity of artists to reflect Darebin’s rich multicultural character. Write strategic plans and refreshed visions for: Northcote Town Hall, Darebin Arts and Entertainment Centre and Bundoora Homestead Art Centre. Review operating models across all Council owned cultural facilities to ensure they remain sustainable. Review Councils festivals and events, implement a centralised events consultancy service, and get endorsement of a <i>Future of Festivals in Darebin Plan</i> .
Increase and diversify participation in local food production.	Provide four or more opportunities for community participation in local food growing, preparation and celebrations. Promote and support at least one local food project which demonstrates multiple social, economic and environmental benefits. Expand the Backyard harvest festival to provide more open garden opportunities and sustainable food education.



Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Continue to support and invest in community-based organisations, activities and programs that promote participation and social connection.	Continue to provide grants to Family Violence, Emergency Relief, Housing, Legal and Multicultural services that provide programs, activities and services to Darebin residents.
Develop a partnership model with the not-for-profit and community sector to utilise their knowledge, skills and expertise to deliver enhanced program and service delivery outcomes.	Increase funds to our Neighbourhood Houses and develop a new longer term funding model for the partnership.

2.3 We will expand lifelong-learning opportunities, to enable local people to learn, develop their interests, and secure good quality work.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Work with all families, particularly those that are vulnerable, to increase kindergarten participation.	Ongoing implementation of our <i>Early Years Strategy</i> .
Develop partnerships to improve outcomes for students, with a focus on disadvantaged students.	Enhance partnerships with local schools and school networks to collaboratively identify areas of high priority and disadvantage. Develop a comprehensive <i>Lifelong-Learning Strategy</i> that incorporates both Council, community and educational services, programs and activities.
Ensure community participation in the operation and management of the East Preston Community Centre and create a program of events that engages its local population to improve community participation and social inclusion.	Extend opportunities for lifelong learning through the Neighbourhood House network with an emphasis in 2017-2018 on the establishment of learning programs at the East Preston Community Centre.
Diversify and increase library use by: using technology to make library services accessible; creating destinations that support flexible, individual and community learning and work; and increasing the different formats in which materials, information, services and programs are provided.	Provide dynamic and responsive library events and programs. Review/enhance Darebin Libraries community language collections and services, reflecting the 2016 Census information. Deliver enhanced digital services, including computer upgrades and a website refresh.

GOAL 3

We will ensure our planning system facilitates **high-quality and sustainable development** that extracts social, environmental and economic benefits for our community.

3.1 We will encourage and facilitate **appropriate high-quality development in identified areas** to create opportunities for living accessibly to public transport, infrastructure, open space and attractive, safe public areas.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
<p>Review the planning scheme to ensure it can deliver our vision and meet the changing needs of the community, while increasing protection for valued neighbourhood character.</p> <p>Review our planning controls and urban design guidelines to ensure development is appropriately located and of high quality.</p>	<p>Review the Darebin Planning Scheme.</p> <p>Promote the benefits of sustainable development that is accessible to public transport, commercial and community facilities, to the community.</p> <p>Advocate for the Planning Minister to approve our guidelines for development along the Plenty Road identified growth corridor.</p> <p>Seek the Planning Ministers approval to amend the <i>Preston Market Incorporated Plan</i>, and have it included in the Darebin Planning Scheme, to ensure the future of the Preston Market.</p> <p>Implement new noise equipment to improve response to noise complaints.</p>
<p>Finalise a vision for a new suburb in the Northland precinct which could eventually cater for over 20,000 new residents over the next 20 years. The largest urban renewal project in Melbourne's north for decades, it will include new housing, public transport, business, community facilities, creative spaces and open space.</p>	<p>Plan a Northland Urban Renewal Precinct by:</p> <ul style="list-style-type: none"> - developing a structure plan - completing an economic and employment study to inform an <i>Economic and Employment Strategy</i> - consulting on, and preparing, a TW Blake Community Park concept plan - preparing a <i>Public Realm and Open Space Strategy</i> for community consultation.
<p>Create plans to revitalise:</p> <ul style="list-style-type: none"> - central Preston - the Reservoir Junction - Oakover Village/Preston Junction. 	<p>Consult with our community to develop and update our vision, plans and design guidelines for activity centres including Oakover Village, Reservoir Junction and Preston Central.</p>
<p>Advocate to the Victorian Government for an elevated level crossing removal at Bell Street and include three extra removals (Cramer St, Oakover Rd and Murray Rd). Use the grade separation projects as an opportunity to renew the Preston and Reservoir shopping areas to create more vibrant, safer, public spaces and better walking and cycling.</p>	<p>Continue to work with the Victorian Government to achieve the separation of road and rail at crossings, including advocating for, and leading the design processes to:</p> <ul style="list-style-type: none"> - improve open space, access and connections, safety and amenity for pedestrians and bike riders, and interchange facilities for public transport - integrate new creative spaces into new buildings, master plans and major infrastructure.

Targets from our 4 year Council Plan:

Increase the public open space levy to create more open space, particularly in urban renewal areas.

Require developers to contribute to infrastructure to support population growth through a *Developer Contribution Scheme*.

Collaborate with the Victorian Government to plan high-quality public housing and examine opportunities for social housing to be provided on Council owned land.

2017/2018 actions working towards targets:

Increase the open space levy across the city and advocate for its immediate approval by the Minister.

Implement a new *Developer Contribution Scheme* across the city.

Work with the Victorian Government to develop a Master Plan, in collaboration with our community, to create high-quality public housing at the Stokes and Penola site ensuring it complements the surrounding neighbourhood.

Explore the options for providing social housing on Council owned land work to determine an appropriate mechanism.

Progress partnership agreement with Victorian Government in order to progress Social and Affordable Housing Pilot Project in relation to three identified Council owned sites.



GOAL 3

3.2 We will support our creative industries to ensure the city grows as a significant arts and creative centre.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Support a diversity of artists and creative organisations across all career stages and practices, through the provision of dedicated arts and cultural spaces locally and by creating diverse and flexible investment models and programs.	Develop a portfolio of affordable and accessible working spaces in Darebin owned facilities for artists and companies. Develop an inaugural <i>Cultural Infrastructure Framework</i> that will ensure consideration of new creative spaces into new buildings, Master Plans and developments.
Ensure our art collections are available for the enjoyment of the community and future generations.	Develop a new framework for public art and redesign our public art program.
Maintain satisfaction with public arts and cultural infrastructure above 85%.	Develop a cultural outcomes framework, aligned to the Council Plan, which will monitor the outcomes of cultural activity and be reported against annually.



3.3 We will manage local roads, buildings and public spaces to make our city safer, cleaner and more attractive.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
<p>Reduce crash rates on roads by introducing traffic management measures on the highest risk roads.</p> <p>Find new and better ways to upgrade our road network through new technology and products, and maintain satisfaction with local roads above 80%.</p>	<p>Re-surface a minimum of 22 kilometres of roads.</p> <p>Invest over \$1.1m towards improving traffic management across our city, including the installation of traffic calming devices at high risk locations: Reservoir (Cheddar to Plenty Rd) and the eastern side of the rail corridor between Miller St and Clarke St through Thornbury and Northcote.</p>
<p>Improve or maintain satisfaction with public spaces to above 80%.</p> <p>Increase streetscapes amenity by working with traders to install bins, recycling bins, bicycle hoops, seats, natural shade; and finding novel ways to deal with graffiti on both public and private property.</p> <p>Install and advocate for improved and more sustainable street lighting in areas of need and safety concern.</p>	<p>Upgrade 6 to 8 retail centres with new amenities including bins, recycling bins, cycle hoops, seats and natural shade as per our <i>Retail Activity Centres Strategic Review</i>.</p> <p>Increase maintenance and cleaning programs of public open spaces and streetscapes.</p> <p>Complete the Our Fairfield Village (Station Streetscape Masterplan).</p>
<p>Improve people's perceptions of safety to above 80%.</p>	<p>Make safer, through good urban design, 10 public spaces and places where people feel unsafe.</p> <p>Upgrade one public toilet facility considering diversity, responsible reuse of water and inclusion of CPTED principles (Crime Prevention Through Environmental Design).</p> <p>Adopt a <i>Preventing Violence Against Women Plan</i>.</p>
<p>Expand dog walking infrastructure and manage lost animals through our new shared regional shelter, that operates under a no kill of healthy animal policy.</p>	<p>Open a new regional shared animal facility with Moreland and Whittlesea councils, to effectively manage lost and abandoned animals. The facility will allow animals to be held for longer until they are reunited with their owner or rehomed, maintaining our policy of no kill of healthy animals.</p> <p>Take the lead in developing a new <i>Domestic Animal Management Plan</i> that other municipalities can link their plans to. The Plan will outline strategies for:</p> <ul style="list-style-type: none"> - ensuring responsible owners safely integrate in the community with their pets, causing no harm or nuisance to others - increasing registrations and identification of pets to decrease the number of animals that end up in the facility in the first place - improving dog walking infrastructure - ensuring Darebin officers will work with neighbouring councils to develop partnerships with relevant stakeholders to implement programs that reflect best practice and address animal welfare issues.

GOAL 4

We will support and attract a diversity of local businesses and industries by fostering an environment in which they can thrive.

4.1 We will foster an environment that ensures our local businesses succeed – from large industries to microbusiness and freelancers.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Increase local business of all kinds, including the microbusinesses, freelancers, social enterprises and Non-Government Organisations that are emerging in our increasingly service-based economy.	<p>Improve our efficiency with permit application processes.</p> <p>Provide at least one forum on quoting and tendering to help local businesses work with and understand Council's purchasing practices.</p>
Help businesses to increase local employment, including through the uptake of Federal and Victorian Government funding for employment and skills training opportunities.	<p>Encourage local businesses to take up Victorian and Federal Government apprenticeships and other employment programs for young people to increase youth employment.</p> <p>Undertake projects which create partnerships between tertiary providers and local businesses.</p>
<p>Increase the number of businesses doing better because of our assistance with:</p> <ul style="list-style-type: none"> - digital access and capability - environmental performance - export capability - attraction of visitors. 	<p>Increase engagement with Darebin businesses by developing a strategy to increase: subscribers, Facebook followers, social media posts per year, interaction with our website.</p> <p>Deliver a program of opportunities for local technology entrepreneurial start ups.</p> <p>Continue to provide advice to increase the capacity of local businesses to export products and services and adopt digital technology.</p> <p>Deliver events on business topics to build skills and networks.</p> <p>Support or attract at least one new major festival or event to increase visitors.</p> <p>Identify strategic freight corridors to assist goods to reach Darebin while managing the impact on our community.</p>
Create smart parking tools, such as sensors linked to an information app, to help residents use parking more effectively.	Undertake a smart parking pilot, which includes the development of a mobile information application (app), in one activity centre.

4.2 We will enable and activate space, including vacant shopfronts and council facilities, to accommodate different businesses and industries.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Increase the number of vacant shops reactivated with creative businesses.	Increase in the number of vacant shops reactivated.
Repurpose Council facilities to support business. For example, we have developed one of Australia's most successful local business incubators in a Council building, and we are exploring co-working in our libraries.	Assist in repurposing a minimum of one Council facility for business purposes. Work with the Melbourne Innovation Centre to develop a Master Plan for the site that will support emerging businesses and jobs growth into the future.
Transform the Darebin Arts and Entertainment Centre from a 'place to hire' to an innovation centre providing access to affordable, fit for purpose spaces for rehearsal, administration and co-working to suit a range of sectors.	Undertake a Darebin Arts and Entertainment Centre future options scoping study.

4.3 We will pursue regionally significant economic opportunities to drive growth and sustainability for our region.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Continue to advocate for actions in regional partnership plans that will create regional economic growth (see Council Plan).	Continue our partnership with NORTH Link and the Northern Region of Councils (Darebin plus Banyule, Hume, Moreland, Nillumbik and Whittlesea) to collectively advocate for regional economic growth through infrastructure, industry support, and tourism development.

GOAL 5

We will lead on equity and recognise our **diverse community as our greatest asset** for solving future challenges.

5.1 We will ensure our services, facilities and programs benefit all, including our most vulnerable.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Develop and implement strategies and programs that build social cohesion.	Develop an Equity, Diversity and Inclusion Strategy with associated actions plans. Continue to connect with interfaith, not-for-profit organisations and community groups to strengthen our work.
Implement our equity, inclusion and wellbeing audit tool vigorously across the work under this plan to ensure we: <ul style="list-style-type: none"> - foster participation by diverse population groups in our services, facilities and programs - improve the resources of our low income residents, and address inequalities in outcomes between the north and south - combat discrimination, racism, sexism, homophobia and transphobia - work together on projects identified by local communities who experience social and economic disadvantage. 	Update our equity, inclusion and wellbeing audit tool and apply it to all actions arising from this plan. Provide training to ensure coordinators, team leaders and senior managers know how to effectively apply the tool. Integrate our <i>Anti-Racism Strategy</i> into the equity, inclusion and wellbeing audit tool.
Continue to take direct action to support marginalised and vulnerable population groups, including by: <ul style="list-style-type: none"> - improving the access and inclusion of people with disability across the city 	Develop two new initiatives with community on food security and community safety. Provide new ramps at the John Cain Memorial Reserve sports pavilion and at the Darebin Arts and Entertainment Centre. Improve accessibility to Neighbourhood Houses. Upgrade the lift in the Preston City Hall and the path at the Council Operations Centre.
<ul style="list-style-type: none"> - providing community grants and other support to community organisations 	Continue to provide grants to services that provide programs, activities and services to marginalised and vulnerable residents.
<ul style="list-style-type: none"> - establishing a better home for our Intercultural Centre and its programs 	Review the outcome of the Darebin Intercultural Centre needs analysis to find it a more appropriate long-term home.
<ul style="list-style-type: none"> - reviewing our <i>Community Communication Strategy</i> and multilingual telephone service against the 2016 Census to ensure residents can access our services and information in different languages 	Develop and implement actions to improve communication with our multicultural community in response to the 2016 Census and research we undertook in 2016/2017 to understand community preferences.
<ul style="list-style-type: none"> - maintaining a Darebin rate rebate for pensioners. 	Continue to provide a Darebin rate rebate.



Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
<p>Advocate to:</p> <ul style="list-style-type: none">- reduce our high level of poker machine losses -\$230,000 losses every day, higher than the annual Victorian average- support newly arrived residents, refugees and asylum seekers. Darebin is a Refugee Council of Australia “refugee welcome zone”. We welcome them, uphold their human rights, and demonstrate compassion as they integrate into our communities- address homelessness and housing affordability- support and participate in community campaigns that are consistent with our goals and values.	<p>Advocate to VCAT for a reduction in approvals for gaming machines.</p> <p>Advocate to the Federal Government to provide greater support for refugees.</p> <p>Advocate to the Federal Government to address housing affordability.</p>
<p>Eliminate barriers to hiring a diverse workforce, such as language and the reach of our advertising, and increase the intercultural competency of our workforce.</p>	<p>Develop a <i>Local Diversity and Inclusion Through Employment Strategy</i> to eliminate the barriers to diversity in the workforce and bring Darebin’s workforce more demographically in line with the community.</p> <p>Make our Aboriginal, Cross Cultural, Diversity and Inclusion and Disability Awareness Training - under our <i>Diversity Capabilities Framework</i> - mandatory for all staff and introduce it to Council induction.</p>

GOAL 5

5.2 We will bring the ideas of our diverse community into our decision-making.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Build trust in government by strengthening active community networks and supporting their initiatives.	Continue to provide community grants to organisations undertaking activities across our goals.
Diversify and increase the number of individuals, organisations and community collaborations actively linked to Council, to ensure decision-making for complex problems includes all interests.	Write a <i>Community Engagement Framework 2018-2021</i> .
Explore and implement solution-based engagement methods that suit the various stakeholders and organisations in our active community and diversify and increase community feedback.	Develop best practice engagement methods.
<p>Reconfigure our community advisory structures to facilitate more targeted and impactful opportunities for community decision-making.</p> <p>Provide facilitation and governance training for councillors to ensure they can effectively run community forums and meet the challenges of operating in an increasingly complex environment.</p>	Establish a reference group that can provide ideas about how to reconfigure our community advisory structures.
Increase citizen participation in council meetings.	Develop training and online resources to help citizens make verbal or written submissions at Council meetings and write submissions to other bodies.
Maintain satisfaction in Council decisions at above 80%.	Improve technology in Chambers to ensure the community can clearly hear, in person or via the live web stream, Council debates and decisions made.
Build advocacy partnerships with councils, Non-Government Organisations and others, to tackle the big issues that affect our community.	Develop an <i>Advocacy Strategy</i> that identifies priority issues, partners, strategies, goals, actions and timelines.

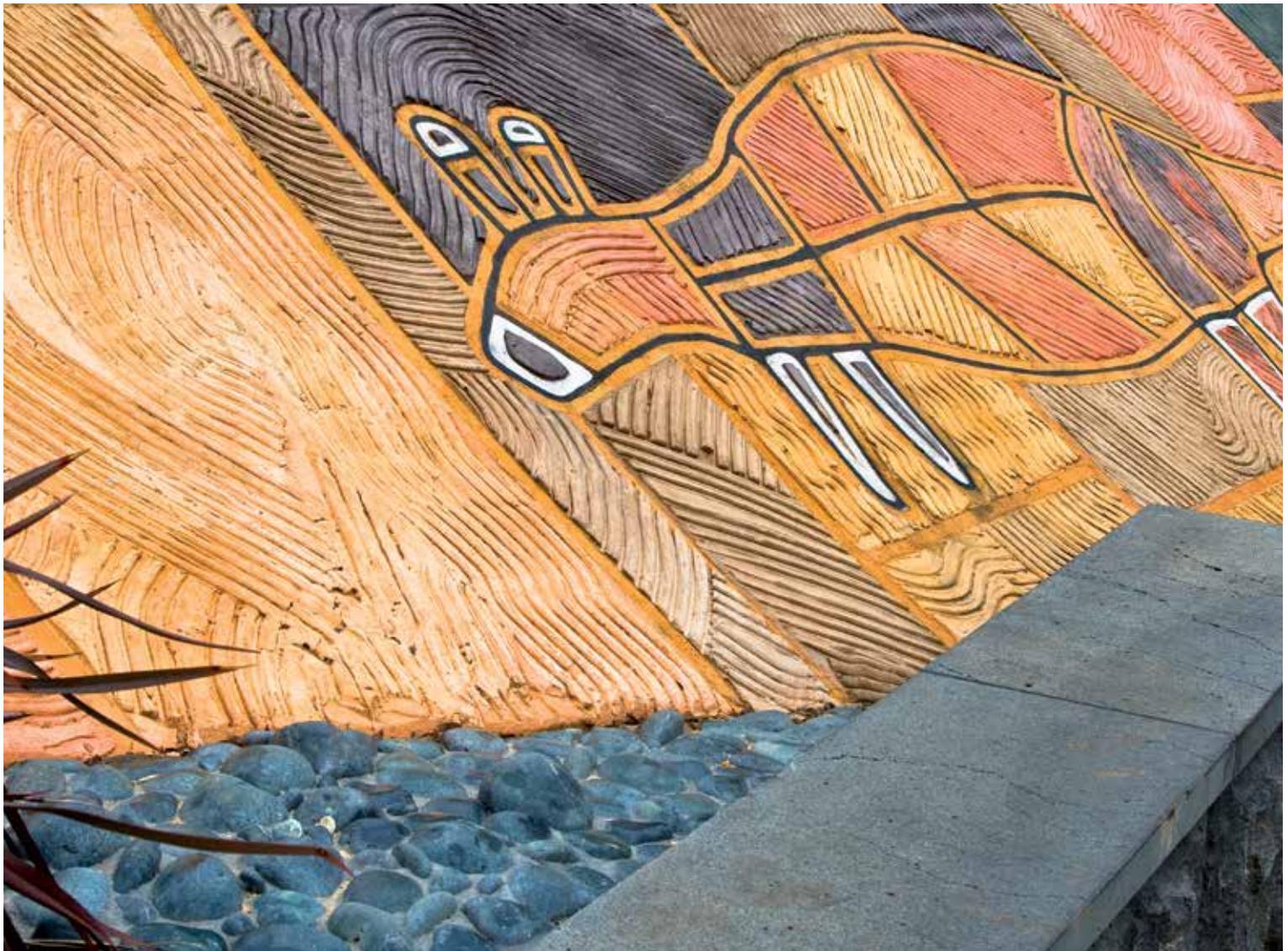
5.3 We will be responsive and respectful to the current and emerging aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities in Darebin.

Actions will be determined by our Aboriginal Advisory committee

We respect Aboriginal and Torres Strait Islander history and culture and actively seek to commemorate, celebrate and honour it in our places, planning, activities and events.

We work with the 17 Aboriginal and Torres Strait Islander agencies based in Darebin to achieve the goals of the community through partnerships, collaboration and co-investment.

We acknowledge and respect Traditional Owners and Aboriginal and Torres Strait Islander communities' leadership towards self-determination and treaty, and we will work with the Victorian Government process to ensure that becomes a reality.



GOAL 6

We will be a **leading, modern, and open council** to meet our challenges, now and in the future

6.1 We will implement **the best delivery models** to optimise efficiency and value.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Continue to deliver our services standard through continuous improvement benchmarked against best practice in local government service delivery.	
Review our service delivery to build a flexible and dynamic organisation that can respond to new challenges and deliver services that best meet the needs of our community.	Implement a Darebin Service Review program. Develop and implement a <i>Workforce Planning Strategy</i> to ensure our organisation's leadership capability and workforce's skills and capabilities equip us to respond to the needs of our community into the future.
Improve our research, data analysis, and community engagement capabilities to ensure we understand the changing issues facing our community.	Build our strategic research capability. Build our capability to use information generated by our community engagement in decision-making.
Introduce agile organisational structures that give our workforce the flexibility to respond rapidly to change.	Appoint a contemporary and progressive CEO who will ensure that the organisation can respond to the challenges in the plan.
Find new ways to collaborate with others to gain outcomes for our community, including regional shared services with other councils, partnerships, and advocacy campaigns.	Collaborate with other Councils to explore in-house services or contracted services that can be shared at a regional level to minimise costs and maximise the value for money for our communities.
Use smart technology to help manage our business, for example, using sensors to improve the way we use water, lighting, and improve our road maintenance.	Invest in the <i>Internet of Things Platform</i> to: optimise energy consumption; maintain assets; and mitigate risk and decrease insurance premiums.
Ensure people can transact with us anywhere, anytime, on any device.	Review our digital access across all council services, and implement our <i>Digital Transformation Strategy</i> to enhance accessibility online, by mobile and by emerging technologies.

6.2 We will find new ways to deliver long-term financial sustainability.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Identify and pursue alternative revenue sources to build financial sustainability.	Undertake feasibility analysis for the introduction of alternate revenue opportunities including <i>Public Open Space Levy</i> , <i>Developer Contribution Scheme</i> , parking strategy, grant seeking, and commercial opportunities for Council facilities.
Make decisions considering people, planet, progress and profit (quadruple bottom line).	Prepare an Annual budget that enables Darebin City Council to fully fund service delivery whilst achieving an operating surplus.
Develop a ten year financial strategy to ensure we can continue to deliver services, programs and assets while delivering an underlying surplus.	Develop a ten year financial strategy that delivers ongoing underlying surpluses that allow the funding of: <ul style="list-style-type: none"> - ongoing service delivery to the community - the timely renewal of community assets and the assets required for ongoing service delivery - new community assets.
Conduct our business transparently and as expected by legislation.	Implement the <i>Darebin City Council Enterprise Risk Management Strategy</i> . Review and test Council's <i>Business Continuity Plan</i> . Deliver capital works efficiently, effectively whilst maintaining high-quality outcomes.

6.3 We will communicate our progress on the actions in this council plan to residents, community leaders, community organisations, business, industry, and Victorian and Federal governments to ensure we can all act together.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Regularly update progress on this plan on our website, and keep everyone we work with well-informed through appropriate channels.	Develop and execute an annual <i>Media and Communication Strategy</i> to ensure Council news is disseminated through a range of channels. Implement ongoing website enhancements to improve customer experience, provide access to timely information, and enable community feedback.

CITY OF DAREBIN

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