

COUNCIL PLAN 2013-2017

DRAFT



ACKNOWLEDGMENTS

Darebin City Council would like to thank the community for their contribution to this Council Plan 2013-2017 (Plan).

The community engagement process helped us to develop ideas and explore the Vision, the Mission and the Goals.

Council would also like to thank the various Darebin Advisory Committees who have helped us at all stages of the Plan's development. Our Advisory Committees form the backbone of an in-depth, consultative process by which we evaluate what we do, why and for whom.

DAREBIN'S ACKNOWLEDGEMENT STATEMENT OF ABORIGINAL PEOPLE

The city is located first and foremost on the land of the Kulin nation for which the traditional owners the Wurundjeri people and their forebears have been the custodians for many thousands of years and on which they have performed age old ceremonies of celebration and renewal. Darebin City Council notes the culture and unique role of Aboriginal people and the role they continue to play in the life of the region and in understanding our true 'sense of place'

DAREBIN'S DIVERSITY STATEMENT

The Darebin City Council acknowledges the history and contributions of the various communities, migrants and refugees that have settled in the municipality and made it their home. Their endeavours have enriched the economic, social, cultural, artistic, community and civic character of the city and created a cosmopolitan locality where variety and difference are welcomed and encouraged rather than suppressed and shunned.

The City of Darebin is today home to people of diverse races, ethnicities, faiths and beliefs, abilities, gender, talents and aspirations, sexualities and sex and gender identities, age and occupations, income and lifestyles. The community of Darebin cherishes this diversity and values it as an important civic asset. Council plays a role in promoting, encouraging, fostering and harnessing this asset and giving it the opportunity to flourish and be celebrated, acknowledged and respected.

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EXECUTIVE SUMMARY

The City of Darebin's 2013-2017 Council Plan articulates Council's Vision, Mission and Goals for its four-year term.

The City of Darebin occupies 53 square kilometres in the inner northern region of Melbourne. More than 143,057 people call Darebin home and approximately 20,000 people visit, work or study in the city each working day. The 2011 Census tells us that there are 58,522 residential dwellings in the city with an average household size of 2.45 people.

Darebin City Council is comprised of a Mayor and eight other Councillors who represent three Council Wards – Cazaly, Latrobe and Rucker. Councillors work closely with the Chief Executive whose role is to advise Council and to direct staff to implement Council's policies, strategies, services and programs.

Darebin City Council recently adopted a Charter of Good Governance that informs the community about what it can expect from Council. The Charter has six principles: (1). Transparency, (2). Accountability, (3). Equity and Inclusion, (4). Effectiveness and Efficiency, (5). Community Engagement, and (6). Ethical Decision Making.

The City of Darebin faces a number of challenges given its position in the northern region of Melbourne. One of the most significant of these relates to the role the City of Darebin needs to play in providing affordable housing for Melbourne over the next thirty years. Other challenges include protecting the environment, improving the sustainability of transport and service delivery.

The commitments in the Plan are a response to the feedback gathered through a broad consultative process and an analysis of relevant trends. Council officers had direct discussions with well over a thousand people during the preparation process, the results of which have strongly influenced the Plan's Vision, Mission and its detailed strategies.

Darebin City Council's Vision is: *Darebin, the Place to Live*. Our Mission is: *Working with our diverse community to build a sustainable and liveable city*. Our Vision and Mission are implemented through six goals: (1). Vibrant and Innovative Economy, (2). Healthy and Connected Community, (3). Sustainable and Resilient Neighbourhoods, (4). Thriving and Creative Culture, (5). Excellent Service, and (6). Open and Accountable Democracy through our many Supporting Strategies.

The six goals reflect the shared priorities of our diverse community and were developed after all the consultation results were considered. For each goal, there is a strategic framework which indicates what we will do, how we will do it and by when, and how we will know we have done it well.

The Strategic Resource Plan sets out how we will provide the resources needed to implement the actions and strategies of the Plan.

MAYOR'S MESSAGE

On behalf of the new Council, I am very pleased to present the Darebin City Council (the 'Council') Plan 2013-2017. The Plan strives to represent the interests of the whole City of Darebin community and describes the kind of future our community aspires to and sets out how the Council intends to progress this outcome between 2013 and 2017.

Transparency, accountability, shared decision-making, respect for human rights, access, equity, inclusion and good governance are fundamental priorities for Darebin City Council. These values are reflected in the Darebin City Council's adopted Charter of Good Governance. The charter underpins all that we say and do in the Plan.

Councillors and Council officers have consulted with our diverse community throughout 2012 and 2013 in a wide variety of ways and in different forums in order to develop the shared Vision and Mission presented in this Plan.

Darebin, the Place to Live, sums up what the Council and the community believe is the most important goal of our Plan. Namely, to enhance the things that make Darebin a great place to live. The Darebin City Council's Mission: *Working with our diverse community to build a sustainable and liveable city*, emphasises Council's consultative approach to implementing a shared community vision.

The shared vision is one of a city with a diverse and growing range of jobs, with wide housing choices for all, a healthy and connected community that cares, a thriving arts and culture, improved parklands, a great place to live with accessible services and a free, open and accountable local democracy.

In order to achieve its vision, Council has developed six key goals and numerous strategies and actions that will be pursued over the next four years. The six goals that reflect what we want to deliver to our diverse community are:

1. A vibrant city and innovative economy.
2. A healthy and connected community.
3. Sustainable and resilient neighbourhoods.
4. A thriving and creative culture.
5. Excellent service, and
6. Open and accountable democracy.

The implementation of the Plan will be done with our community to ensure Darebin remains a vibrant and diverse place that delivers on the Vision that this is the 'place to live'.

Cr Tim Laurence
Mayor 2013

CHIEF EXECUTIVE'S MESSAGE

One of the first actions undertaken when the new Council was elected was to adopt the Darebin City Council Charter of Good Governance to set the framework for a new direction. Now Council is presenting this draft Council Plan for the 2013 – 2017 term to the community to receive feedback before adopting the final Council Plan.

Our Council has identified 'liveability' as being an important aim to pursue for the next four years and beyond.

Council is supported by a large and diverse work force. It is already a leader in aged care, environmental sustainability and social inclusion. This Plan provides us with the scope to not only develop these areas further but to become leaders in fields such as economic development, community advocacy, local amenity and the well-being of people who live here or visit us.

Council is a proactive, responsive and focussed organisation. We have examined our internal processes and, where necessary, have realigned what we do to deliver on community expectations and to recognise our commitment to the Vision, Mission and six strategic goals of the Plan.

Council officers have considered their own values and actions to ensure that we can deliver on the Plan. They are committed and dedicated to making Darebin a liveable city for all who reside within it or visit it.

This Plan guides what the Council does for its community. It provides direction and guidance for our Annual Budget and Reporting Process for the next four years, including expenditure. We intend to balance fiscal responsibility, ethical investment and community benefit in all that we do as an organisation.

We welcome your comments and look forward to your ongoing involvement with Council in achieving our goals.

Rasiah Dev

Chief Executive

WHO ARE THE KEY DECISION MAKERS?

Darebin City Council is comprised of nine democratically elected Councillors (see figure 1. below). They represent the common interests of the community and are its advocates. Each year one of the Councillors is elected by the majority of the other Councillors to be the Mayor. The Mayor chairs Council meetings and is Darebin’s representative at civic, business and governmental meetings and events. The Mayor is also Darebin’s ceremonial head at civic events.

The Mayor and Councillors set the Council’s direction by making decisions on key issues and by promoting policies that positively affect people’s lives and the community’s prosperity. Council is also responsible for making statutory decisions, policy, advocacy and the appointment of the Chief Executive.

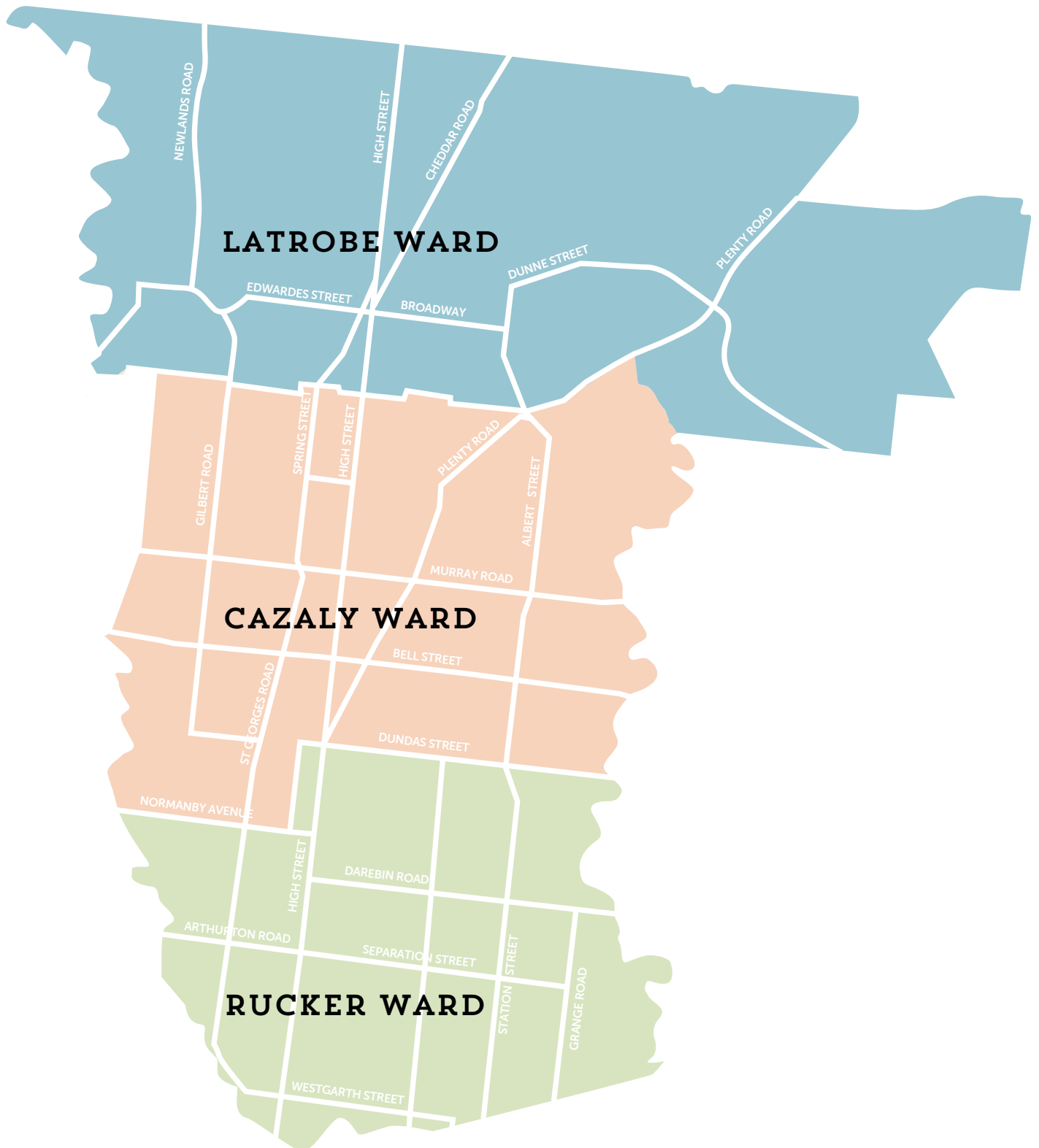
Councillors work closely with the Chief Executive to make important decisions about service priorities. The role of the Chief Executive is to direct staff to develop, implement and monitor Council’s policies, strategies, services and programs.

The City of Darebin is divided into three electoral wards (see figure 2. below), represented by three Councillors each.

Figure 1: City of Darebin Councillors



Figure 2: City of Darebin Wards



WHAT IS THE DAREBIN CITY COUNCIL CHARTER OF GOOD GOVERNANCE?

Council adopted a Charter of Good Governance to inform the community of what it can expect from Council. The Charter outlines six principles of good governance:

1. Transparency

Information relating to Council decisions and actions is freely available, easily understood and accessible, especially to those who are most affected by such decisions and is respectful of privacy principles.

2. Accountability

Council takes responsibility for the outcomes of the decisions it makes and actions it takes.

3. Equity and Inclusion

Council's actions and decision-making are proactively responsive to and inclusive of Darebin's diverse community needs and aspirations.

Council's services and resources are equitably distributed and accessed by those that need them the most.

4. Effectiveness and Efficiency

Council plans and delivers services that achieve their intended outcomes, are sustainable and make the most of available resources.

5. Community Engagement

Council meaningfully involves the community in its decision-making processes and in shaping the future vision and aspirations of the city.

6. Ethical Decision Making

Decisions made by Council are based on clearly defined rules and regulations, with consideration of community impact and feedback and in the best interest of Darebin community.

The Darebin City Council endorsed the Charter on the 15 April 2013.

WHAT IS A COUNCIL PLAN?

The 2013-2017 Council Plan explains how we will implement our Vision, Mission and Goals by the end of the Council's four-year term. The commitments in the plan respond to the feedback and contributions gathered through a broad consultative process and an analysis of relevant trends.

Darebin City Council is required to submit a completed Plan to the Minister for Local Government for his or her final approval every four years, as legislated by the Victorian Local Government Act of 1989.

HOW DID THE COMMUNITY HAVE THEIR SAY?

Darebin City Council's Vision and Mission are expressions of the community's common, shared direction for the next four years and beyond.

Council listened actively, with the consultation and engagement results reflected directly in the Plan's Vision and Mission and throughout its detailed strategies and actions. This consultation informs our values and principles as well as guiding the way in which Council thinks about particular issues or the way in which it makes important decisions on behalf of the community.

In addition to an analysis of customer, staff and resident satisfaction surveys, the consultation program involved community and stakeholder workshops, a Youth Summit, the development and implementation of an online community survey and a series of 'listening posts' at various community festivals and events. Well over a thousand individuals were consulted directly, the results of which were made available on the Council's website.

The community engagement was undertaken within the existing Darebin City Council Advisory Committee structure ensuring its involvement throughout each stage of the Plan's development. The Advisory Committees form the backbone of an in-depth, consultative process by which we evaluate what we do, why and for whom.

A list of the Advisory Committees consulted during the process is included in the appendix to this document.

WHAT ARE THE KEY CHALLENGES AND OPPORTUNITIES FACING THE CITY OF DAREBIN?

The City of Darebin faces a number of challenges given its geographic position in the northern region of Melbourne. One of the most significant of these is the role we need to play in providing housing for our proportion of the additional one million people who are expected to live in Melbourne over the next thirty years.

Population growth in the northern region puts enormous pressure on existing infrastructure, the environment, roads and services on the one hand, while providing potential for growth in the city's economy and community on the other. One of the key considerations for Darebin City Council is how it should respond to population growth and what can be done to take advantage of the opportunities it brings in the future.

Housing is fundamental to a good standard of living and quality of life, yet much of the housing created in the past decade is privately developed, unaffordable or lacks the design to be accessible and inclusive for a significant proportion of the Darebin population that are old or infirm.

Traffic management is a major regional and local issue. The City of Darebin needs to manage traffic and transport pressures well to ensure its liveability and sustainability are not degraded. Further, we need to see new infrastructure opportunities, like the National Broadband Network (NBN), as a way to address some liveability issues while creating new employment opportunities for our future residents.

The natural environment is another significant concern for everyone. For instance, greenhouse gas emissions in the City of Darebin, Victoria, Australia and across the world continue to increase and pose a threat to the world's climate. Darebin needs to respond to this and other environmental issues to ensure our Vision of 'liveability' is not compromised.

Solving local and regional challenges such as these is not accomplished without making decisions that consider all points of view. Council is strongly committed to policies that promote good governance, accountability and representative decision-making. The Plan commits to new ways in which we can create better local democracy and to making open, accountable decisions that respond to the many challenges we face together as a community.

The way we deliver our services and how we operate is an important element in how we show accountability to the community. Customer service and value for money are arguably more important now than ever before. Council has continued to develop strategies and actions to meet community expectations and to ensure that what we provide to the community is accessible and inclusive.

Darebin City Council's Vision and Mission respond to all these challenges by identifying 'liveability' and 'sustainability' as important elements in our planning. Part of the answer to addressing future challenges lies in how we implement our Vision and Mission through well-thought out strategies and concrete actions.



HOW DOES THE COUNCIL PLAN INTEGRATE WITH OTHER BUSINESS PLANNING?

Darebin City Council's business planning happens over the year as shown in the diagram below. The key documents produced through this process are:

The Council Plan and Supporting Strategies

- The Plan describes the Vision, Mission, Goals (strategic objectives) and Actions that guide Council's work over the next four years. The Plan is reviewed annually.
- Council has adopted a number of Supporting Strategies that will help implement the Plan's Goals. They usually include their own Action Plan and specific performance indicators and targets that will help assess the success or otherwise of the strategy.

The Strategic Resource Plan

- It describes how the key actions and objectives for the year will be resourced.
- It includes a budget that sets out funding for specific projects and services.

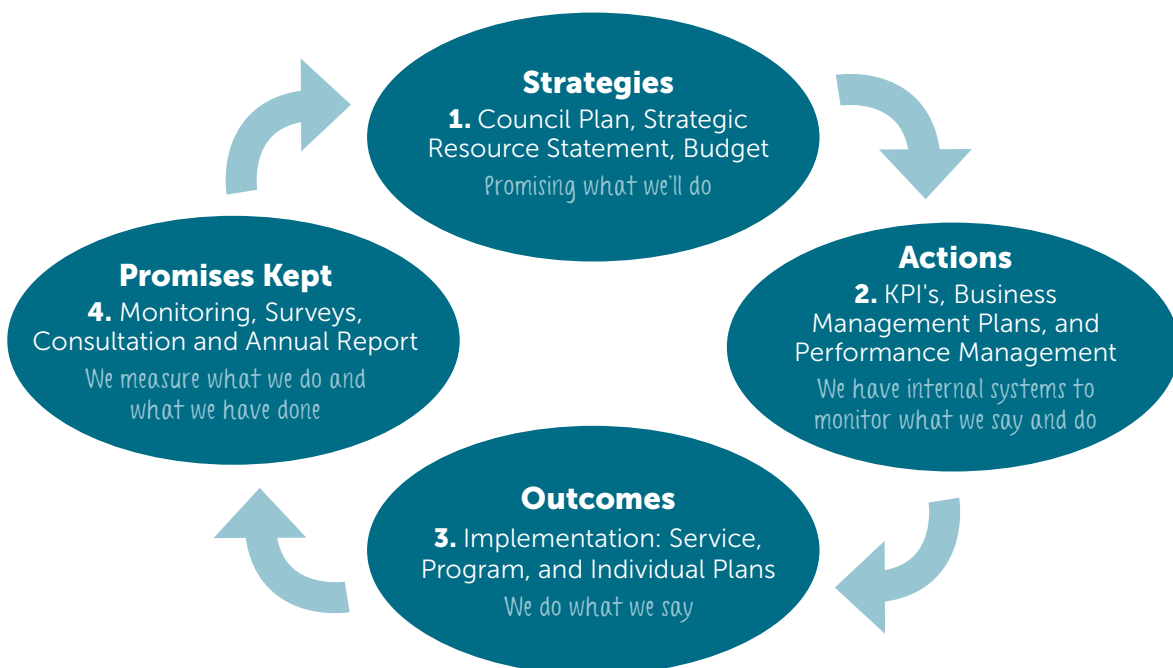
Service Plans (Business Management Plans, Key Performance Indicators [KPIs] and Performance Management)

- These describe the services and initiatives departments will carry out during the year and the KPIs and performance management plans used to manage the process.

Annual Report

- It describes progress in achieving goals and reports the results at the end of each financial year.

Figure 3: The Darebin City Council Annual Planning Cycle



WHAT IS DAREBIN CITY COUNCIL'S VISION AND MISSION?

Darebin City Council has developed the following Vision and Mission, which summarises the shared view of what our community most want Darebin to be over the next four years and what Council's mission is in achieving that Vision.

What is our Vision?

Darebin, the Place to Live.

What is our Mission?

Working with our diverse community to build a sustainable and liveable city.

Darebin, the Place to Live is a place where people feel a sense of belonging, are healthy and connected to their environment and neighbourhood, feel and are safe and free from discrimination and violence, have access to shelter, transport and fresh food. It is a place where our citizens are engaged and actively involved in shaping the decisions of their representative government. It is where people's creativity has room to be explored and shared for all to enjoy and celebrate. It is where vibrant economies thrive and niche markets flourish. It is where everyone is respected and valued, and, the services people need are available, affordable, accessible and inclusive. It is also a place where the satisfaction of our present needs are sustainable, that is our needs are met without compromising likely similar needs of those in future generations.

WHAT ARE OUR SIX COUNCIL PLAN GOALS?

Darebin City Council's Vision and Mission are realised through six Goals (referred to as 'strategic objectives' by the Local Government Act). These Goals reflect the priorities of the Darebin community and were developed after all the consultation results were considered. For each goal, there is a strategic framework that says what we will do, how and by when, and, how we will know we have done it well.

The six Goals are:

1. Vibrant City and Innovative Economy

- Promote an innovative, vibrant and thriving economy with physical infrastructure that is both well-maintained and appropriately regulated.

2. Healthy and Connected Community

- Develop a strong physical, social and economic environment that supports and enhances the health and well-being of all Darebin residents.
- Build a safe, inclusive and equitable community where all feel socially well connected, respected and valued.

3. Sustainable and Resilient Neighbourhoods

- Lead and work with our community and partners to achieve a rapid transition to an environmentally sustainable city.

4. Thriving and Creative Culture

- Foster inspiration, celebration, innovation, creativity and diversity in Darebin's arts and culture and encourage it to thrive, entertain, challenge and delight.
- Promote initiatives that support the economic prosperity of local creative industries.
- Support arts and culture festivals that enhance social connection and inclusion, pride of place, a sense of belonging and cultural tourism.

5. Excellent Service

- Provide an efficient and productive Council administration that delivers excellent customer care that is responsive, accessible and inclusive.

6. Open and Accountable Democracy

- Encourage active community engagement in Council decision-making.
- Advocate for equity and social inclusion and always act responsibly and in the best interest of the whole City of Darebin community.
- Govern in accordance with Darebin City Council's Charter of Good Governance.

1. VIBRANT AND INNOVATIVE ECONOMY

“Encourage more cafés and restaurants and small businesses.
More night-time activity areas with bars and pubs.
Encourage more commercial business so that (City of)
Darebin residents can live and work in (the City of) Darebin”

Resident quote from community survey

The more we support a strong local economy, the more it will support us. The City of Darebin has always attracted industry, however, now we find ourselves at the forefront of change driven primarily by the global economy and influenced by new technologies. It is important that we create the right planning framework and infrastructure to support our existing industries – including specialised manufacturing – and that we encourage new economy industries so that our residents and future generations will have employment and be able to live in a thriving and vibrant city.

Our goal is to:

Promote an innovative, vibrant and thriving economy with physical infrastructure that is both well maintained and appropriately regulated.

STRATEGIES – WHAT WE NEED TO DO

Our strategies inform how we implement our goal and include:

1.1	Business investment and local employment growth	streamline regulation and encourage investment in the city which is consistent with our policy frameworks, particularly investment in the small and micro business sector during the business start-up phase.
1.2	Training and skills	support residents to obtain education, training and work experience so they can participate in the workforce or start their own new, local businesses.
1.3	Well-designed housing development	encourage well-designed, well-located, higher-density housing development that is accessible, inclusive, safe, affordable and consistent with Council's Housing and Affordable Housing Strategies.
1.4	Strategic land use and sustainable transport planning policies	align all strategic land use and transport planning policies to respond appropriately to community need, regional trends, population change, new employment patterns and the need for diversity in retailing.
1.5	Existing and new physical assets and infrastructure	review and continue to manage the existing asset base, ensuring that the city's public spaces, drains, roads, footpaths, facilities, street trees, parks and other infrastructure are maintained to the highest standard; and encourage the development of new infrastructure, such as the NBN rollout and Wi-Fi, that help create new opportunities for business investment and employment growth.
1.6	Amenity and heritage	ensure all new development respects neighbourhood character and protects local amenity and heritage.
1.7	Marketing and research	build a City of Darebin brand which promotes us as a liveable city that is accessible to and inclusive of people of all abilities, cultures and backgrounds and that is full of great social, art, cultural and educational experiences.
1.8	Business diversity	encourage businesses, retailers and industry to diversify to maximise opportunities for further business expansion.

FOUR YEAR PRIORITY ACTIONS – WHAT WE WILL DO

1. Invest in the City of Darebin’s leisure and recreation activities, venues and open spaces, including the renewal of Council’s extensive network of off-road bicycle paths, pedestrian spaces and networks; and upgrade various sports playgrounds.
2. Continue to implement and monitor the rollout of internet accessibility in City of Darebin.
3. Undertake regular reviews of land use planning policies of the City of Darebin Planning Scheme to ensure that they continue to support local manufacturing, commercial activity and affordable housing. Ensure that they are consistent with all relevant Supporting Strategies.
4. Complete, implement and monitor the Darebin Integrated Housing Strategy and the Darebin Economic Land Use Strategy. Complete or update land use structure plans and action plans for all major activity centres located in the city. Implement a revised Municipal Strategic Framework Plan. Develop and implement a strategic planning framework that supports the introduction of the State Government’s new residential, business and commercial zones, while respecting local amenity and character.
5. Develop, implement, monitor and/or review (where appropriate) the Parking Management Strategic Framework and the Road Management Plan. Consider further policies to promote the allocation of appropriate and safe road space for all modes of transport, including cycling and pedestrian movement.
6. Implement and monitor Going Places – the Darebin Transport Strategy 2007-2027, the Safe Travel Strategy 2010-2015, the Darebin Cycling Strategy 2013-2018 and all associated Action Plans.
7. Work with major institutional stakeholders to develop land use master plans where expansion is considered likely, including La Trobe University, Northland Shopping Centre and the Preston Market.
8. Review Council’s Asset Management Strategy 2005 and Asset Management Policy 2003. Implement and monitor a centralised capital works project management system.
9. Implement, monitor or review (where appropriate) all Supporting Strategies and Action Plans, including the Business Development and Employment Strategy 2012-2015, the Green Business Attraction Strategy 2012-2015 and the Darebin Digital Strategy 2013-2018.



the place to live

PERFORMANCE INDICATORS/TARGETS – HOW WE WILL KNOW

Most supporting strategies include their own action plans and specific performance indicators and targets that can be used to assess individual Council performance in achieving policy outcomes. In addition, the high-level strategic performance indicators/ targets listed below help Council to determine if we are meeting our goal and include:

No	Activity	Measure	Target
1	Traffic Management	The percentage of respondents who rate Council's performance in traffic management at 6 or more on a ten-point scale.	≥ 75%
2	Asset Renewal	The amount of capital expenditure budgeted for asset renewal projects (excluding carry-forward works), expressed as a percentage of depreciation, as reported in the most recently published budget report.	> 69%
3	Employment	Number of new jobs within the City of Darebin annually.	Net increase in number of jobs by > 333 per annum
4	Completed Capital Works Projects within Budget	Percentage of Capital Works Projects completed within +/- 10% of approved budget.	95%
5	Completed Capital Works	Percentage of Capital Works Projects completed by the end of each financial year.	90%
6	Bin Collection	Percentage of bins collected on the scheduled day.	> 99%
7	Housing	Percentage of social and affordable housing included in new development.	Up to 10%

SUPPORTING STRATEGIC PLANS

The following strategies, policies, planning schemes and plans support Council's achievement of the chapter goal:

1. Asset Management Improvement Plan and Policy 2003 (reviewed annually)
2. Building Asset Management Plan 2007-2015
3. Business Development and Employment Strategy 2012-2015
4. Darebin Asset Management Strategy 2005
5. Darebin Digital Strategy 2013-2018
6. Darebin Green Streets Strategy 2012-2020
7. Darebin Heritage Study 2007
8. Darebin Integrated Housing Strategy 2002 (under review)
9. Darebin Open Space Strategy 2007-2017
10. Darebin Residents Parking Permit Scheme Review 2004
11. Darebin Retail Activity Centres Strategy 2005
12. Development Contributions Plan 2011-2014
13. Going Places – the Darebin Transport Strategy 2007 – 2027
14. Goods on Footpath 2010
15. Green Business Attraction Strategy 2012-2015
16. Master Plans (various developed for specific institutions)
17. Municipal Strategic Statement (Darebin Planning Scheme)
18. Northcote Structure Plan 2007
19. Plenty Road Integrated Transport Strategy 2009
20. Preston Central Structure Plan 2006
21. Reservoir Structure Plan 2012-2030
22. Road Asset Management Plan 2009 (reviewed every 3-5 years)
23. Road Management Plan 2009 (reviewed every 4 years)
24. Safe Travel Strategy 2010-2015
25. The Darebin Cycling Strategy 2013-2018
26. The Darebin Planning Scheme, including its Strategic Frameworks, Local Policies and the Municipal Strategic Statement (MSS)
27. The Darebin Safe Travel Strategy 2010-2015
28. Urban Renewal Strategy for High Street and Plenty Road 2011-2020

FURTHER INFORMATION

All Supporting Strategies are available in hardcopy and most can be found in electronic format online on Council's website at:

<http://www.darebin.vic.gov.au/page/HomePage.aspx>

Printed hardcopy versions of specific Supporting Strategies can also be made available upon request.

2. HEALTHY AND CONNECTED COMMUNITY

When we asked, “What contributes most to health and well-being in the City of Darebin?” residents said:

“People and safety are the most important things...”

“Support and feeling of belonging... that you are not alone”

Resident quotes from the Kite Festival

We are proud of our diversity and it is important to recognise that everyone belongs and deserves to be supported: the young, the old, the people born here and those recently arrived. We work to create a safe place where people of all ages, gender, sexuality, ability, cultures and backgrounds can reach their full potential. Where they can be free from discrimination of all kinds, gain skills, be educated, socially connected and healthy through every age and stage of life. These factors all contribute to social health and well-being. We support sport, training for employment and affordable and accessible housing. We support those that need our help and we provide services to young and old. In this way, we will develop our potential, our well-being and promote a flourishing, diverse and caring community.

Our goal is to:

- Develop a strong physical, social and economic environment that supports and enhances the health and well-being of all Darebin residents.
- Build a safe, inclusive and equitable community where all feel socially well connected, respected and valued.

STRATEGIES – WHAT WE NEED TO DO

Our strategies inform how we implement our goal and include:

2.1	Community services	continue to deliver an equitable, inclusive and accessible range of high quality, community services to all service users, particularly to those most in need.
2.2	Community safety	work in partnership with the community and partners to reduce the impact of crime, improve perceptions of safety, promote freedom from all forms of discrimination and violence and build a safe, respectful community.
2.3	Quality of life	ensure our approach to policies, strategies and service delivery promotes positive social and health equity outcomes for all residents and, where possible, reduce the burden of disease.
2.4	Ageing in place	provide appropriate support to elderly residents to assist them to 'age in place' and assist those who choose to live in supported accommodation.
2.5	Safe and affordable housing	advocate for access to affordable, healthy, safe, inclusive, accessible and diverse housing that meets the needs of all residents now and in the future.
2.6	Community health and fitness and access to opportunities	promote policies, strategies, frameworks, initiatives and physical environments, that help improve the community's mental and physical health and fitness and provide opportunities to access parks and gardens, play spaces, festivals and events.
2.7	Community needs and service gaps	undertake research to strengthen our knowledge and understanding of the community we serve and to identify needs, areas of disadvantage and inequity and any gaps in existing service provision, while working in partnership with others to deliver appropriate solutions to the challenges.

2.8	Human rights and access and inclusion	develop and implement policies, strategies and frameworks that support access and inclusion and human rights for all.
2.9	Equity, diversity and inclusion	promote equity and contribute to building an empowered community that values our diversity, is inclusive, continues to celebrate the vibrancy and vitality that all forms of diversity bring to our neighbourhoods and where everyone is supported to engage and participate fully in all aspects of community life.
2.10	Social and physical connectedness	provide the opportunity for isolated residents to connect socially and physically to the wider community via access to social networks, active transport and safe and accessible public spaces and networks.
2.11	Local employment, education and training	support local education, training, employment and economic development programs to enable all residents to participate fully in employment and all aspects of community life.
2.12	Community participation and lifelong learning	promote and support initiatives that encourage community education and lifelong and life-wide learning.
2.13	Equitable access to all community facilities	ensure adequate and equitable access to all of our community facilities, including libraries, community houses and sporting, recreation and leisure facilities.
2.14	Equity in sport	promote everyone's equitable participation in and access to sporting activities across Darebin, in particular children, migrants, young women and people of all abilities.
2.15	Community groups	support our wide network of community groups and agencies and recognise their contribution to community identity, health and well-being through programs including the Community Grants program.
2.16	Gender equity	promote gender equity, prevent violence against women and support the right of women to engage and participate fully and equally in all aspects of community life.

FOUR YEAR PRIORITY ACTIONS – WHAT WE WILL DO

1. Develop, implement, monitor and review the Community Health and Wellbeing Plan.
2. Develop services for the Lancaster Gate site to provide a range of innovative early years services and programs for the community. Complete the re-development of Reservoir Library and Reservoir Civic Centre and realise the Keon Park Children’s Hub.
3. Conduct and evaluate expos, exhibitions and events that support community health and well-being goals.
4. Continue to provide and support equitable access to community facilities, including to local neighbourhood houses, sporting grounds and venues, leisure and recreation facilities and libraries across Darebin.
5. Strengthen the capacity of the Darebin Intercultural Centre to meet community needs for intercultural engagement and anti-racism initiatives.
6. Support initiatives that: (1.) encourage language learning opportunities for new settlers and members of the community who are not proficient in English, (2.) support the learning of languages other than English (LOTE) within the wider community, (3.) encourage residents and visitors to appreciate our diversity, and (4.) provide learning opportunities for disadvantaged groups within our community with the aim of increasing their knowledge base, skills and employability.
7. Develop, monitor, review or implement (where appropriate) all Supporting Strategies and Action Plans, including the Home and Community Care (HACC) Diversity Plan, the Food Security Strategy, the Leisure Strategy, the Community Safety Strategy, the Graffiti Management Action Plan, the Library Strategy, the Lifelong Learning Strategy, the Early Years and Middle Years Strategies and various local Neighbourhood Renewal plans.
8. Develop, monitor, review or implement (where appropriate) Action Plans stemming from the Equity and Inclusion Policy, including but not limited to: the Human Rights Plan, the Multicultural, Sex, Sexuality and Gender Diverse Plans, the Darebin Anti-Racism Strategy, the Aboriginal Darebin Disability Action Plan, the Gender Equity Plan and the Preventing Violence Against Women Action Plan.



PERFORMANCE INDICATORS/TARGETS – HOW WE WILL KNOW

Most supporting strategies include their own action plans and specific performance indicators and targets that can be used to assess individual Council performance in achieving policy outcomes. In addition, the high-level strategic performance indicators/ targets listed below help Council to determine if we are meeting our goal and include:

No	Activity	Measure	Target
1	Aged and Disability services	Percentage of service user respondents who are satisfied or very satisfied with our Aged and Disability services.	≥ 60%
2	Family Support services	Percentage of service user respondents who are satisfied or very satisfied with our services for families.	> 49%
3	Response to Cultural Diversity	Difference in overall satisfaction between respondents from households that speak 'English Only' and other households (on a 100-point scale).	< 5
4	Response to Locational Disadvantage	Difference in overall satisfaction between respondents from the highest scoring precinct and those from the lowest scoring precinct (on a 100-point scale).	< 5
5	Maternal Child Health	Percentage of children attending Maternal and Child Health service at 2-year-old key ages and stages visit.	>75%
6	Sports Grounds	Percentage of sports grounds delivered ready for competition use on time.	95%
7	Address Cultural and Linguistically Diverse (CALD) needs for Literacy and Learning	Percentage of Library Budget allocated to LOTE resources.	20%
8	Equity in Sport	Percentage of Council-funded sporting groups that make a public commitment to support and increase the participation of children, young women, migrants and persons of all physical abilities in their club's sporting and social activities.	100%

SUPPORTING STRATEGIC PLANS

The following strategies and plans support Council's achievement of the chapter goal:

1. Active and Healthy Ageing Strategy 2011-2021
2. Community Health and Wellbeing Plan 2009-2013 (Under Review)
3. Community Transport Strategy 2007-2012
4. Connecting Communities, The Darebin Libraries Strategy 2007-2012 (under review in 2013)
5. Darebin Alcohol Strategy 2006-2009
6. Darebin Anti-Racism Strategy 2012-2015
7. Darebin Community Safety Strategy 2012 -2016
8. Darebin Early Years Strategy 2011-2021
9. Darebin Electronic Gaming Machine Policy and Strategic Action Plan 2010-2014
10. Darebin Equity and Inclusion Policy 2012-2015
11. Darebin Graffiti Management Strategy 2008-2012
12. Darebin Green Streets Strategy 2012-2020
13. Darebin Leisure Strategy 2010-2020
14. Darebin Open Space Strategy 2007-2017
15. Darebin Women's Equity Strategy – Gender Equity and Preventing Violence Against Women Action Plan 2012-2015
16. Darebin Youth Engagement Strategy 2012-2017
17. Disability Access and Inclusion Plan 2009-2013
18. Food Security Policy 2010-2014
19. Going Places – the Darebin Transport Strategy 2007-2027
20. Heatwave Strategy 2009
21. Neighbourhood Renewal Program (Mainstreaming and Beyond - A Partnership Agreement) 2009-2013
22. Playspace Strategy 2010-2020
23. Responding to Housing Stress: A Local Action Plan 2010-2013
24. Sexuality, Sex and Gender Diversity Action Plan 2012-2015
25. The Darebin Cycling Strategy 2013-2018
26. The Darebin Safe Travel Strategy 2010-2015

FURTHER INFORMATION

All Supporting Strategies are available in hardcopy and most can be found in electronic format online on Council's website at:

<http://www.darebin.vic.gov.au/page/HomePage.aspx>

Printed hardcopy versions of specific Supporting Strategies can also be made available upon request.

3. SUSTAINABLE AND RESILIENT NEIGHBOURHOODS

“A comprehensive and highly connected system of bike paths and routes throughout the City, connecting the routes along the two creeks and taking advantage of the two railway lines to introduce further high-volume corridors for bicycle commuters. Capture and reuse stormwater locally. Facilitate bulk purchasing of renewable energy systems by residents to keep up-front costs as low as possible. Encourage local shops and small businesses in residential areas to minimise requirement for travel by locals, especially by car...”

Resident quote from community survey

The environment is what sustains us and is where we all live. The character of our neighbourhoods, the natural beauty we admire, the heritage we respect, the air we breathe and the determination we bring to protect our natural world are just some of the important things we need to consider when we think about the environment.

Our goal is to:

- Lead and work with our community and partners to achieve a rapid transition to an environmentally sustainable city.

STRATEGIES – WHAT WE NEED TO DO

Our strategies inform how we implement our goal and include:

3.1	environment protection	place ecological sustainability at the heart of all decision-making, including policy, service delivery and regulation.
3.2	sustainable transport	support improvements in safe and sustainable transport, pedestrian and cycling routes, networks and active transport modes.
3.3	land use, WSUD and transport planning	implement land use, Water Sensitive Urban Design (WSUD) and sustainable transport policies and initiatives that achieve good environmental outcomes.
3.4	waste and resources	reduce the community's and organisation's waste through targeted programs around consumption, reuse and recycling and lead by example to minimise Council's energy and water use.
3.5	zero greenhouse emissions	develop and support sustainable transport initiatives, local green power generation and carbon offset programs; support the community in these endeavours and lead by example by minimising Council's greenhouse emissions.
3.6	climate change and peak oil	undertake long-term planning to ensure the city can address the impacts of climate change and peak oil.
3.7	biodiversity, wildlife corridors, cultural heritage assets and waterways	protect and enhance biodiversity, natural and cultural heritage assets, wildlife corridors, local forests, waterways and the built and natural heritage areas.
3.8	local food production	encourage and support local food production to improve health, amenity, food security and reduce environmental impacts.
3.9	animal protection	develop policies to encourage the ethical treatment of all animals and to support responsible pet ownership.
3.10	environment education	develop, implement and support public engagement and education programs which promote awareness, behaviour change and leadership around environmental issues.
3.11	advocacy and partnerships initiatives	form strategic alliances and partnerships and undertake advocacy and engagement in wider environment debates to further environmental objectives.

FOUR YEAR PRIORITY ACTIONS – WHAT WE WILL DO

1. Review the Darebin Waste Management Strategy with a focus on the reduction and recovery of food waste and improvements to the hard waste collection program that will increase recycling and reuse.
2. Develop, implement and monitor, in a way that is consistent with risk management principles, the Darebin Local Forest Strategy to increase tree coverage on public lands by 25 per cent or more over 15 years. Develop, implement and monitor a Natural and Cultural Heritage Strategy to protect, enhance or improve biodiversity and cultural heritage assets.
3. Implement, monitor and evaluate energy efficiency and education programs to businesses and households. Investigate the feasibility of improving the energy efficiency of local street lighting using the latest technologies to help reduce greenhouse emissions and costs.
4. Deliver, support and evaluate public engagement and education programs that promote sustainable behaviour and suggest ways in which the public can influence wider environmental aims.
5. Promote Environmentally Sustainable Design (ESD) in land use planning while advocating for effective State Government controls in Planning Schemes through strategic alliances with groups such as the Council Alliance for a Sustainable Built Environment (CASBE).
6. Help to promote pedestrian and cycling initiatives by providing bike parking facilities and or by encouraging local businesses to supply on-street bike facilities, spaces and connecting networks, where appropriate.
7. Encourage large businesses to promote cycle commuting and fleet bikes for work-related journeys.
8. Implement, review, evaluate or monitor (where appropriate) all Local Laws, Supporting Strategies and Action Plans, including the Sustainable Water Strategy, the Food Security Strategy, the Domestic Animal Management Plan 2013 - 2015, Local Laws 2015, the Green Business Strategy and the Environment Strategy.



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PERFORMANCE INDICATORS/TARGETS – HOW WE WILL KNOW

Most supporting strategies include their own action plans and specific performance indicators and targets that can be used to assess individual Council performance in achieving policy outcomes. In addition, the high-level strategic performance indicators/ targets listed below help Council to determine if we are meeting our goal and include:

No	Activity	Measure	Target
1	Environmental Performance	The percentage of respondents who rate their personal level of satisfaction with our overall environmental performance at 6 or more on a 10-point scale.	≥ 75%
2	Reduction in Greenhouse Emissions	The percentage of respondents who rate our performance in supporting a reduction in community greenhouse emissions at 6 or more on a 10-point scale.	≥ 75%
3	Parks and Open Space	The percentage of respondents who rate their personal level of satisfaction with our maintenance of parks, reserves and open spaces at 6 or more on a 10-point scale.	≥ 75%
4	Waste Diversion	The percentage of waste collected diverted from landfill.	50%
5	Bicycle Paths, Shared Routes and New Facilities	Increase length of bike and shared paths to improve cycling and pedestrian facilities	> the length of paths of the previous year

SUPPORTING STRATEGIC PLANS

The following strategies and plans support Council's achievement of the chapter goal:

1. Biodiversity Strategy (under development)
2. Bundoora Park Flora and Fauna Plan 2012
3. Central Creek Grassland (5 Year) Management Plan 2010-2015
4. Climate Change and Peak Oil Adaptation Plan 2009
5. Community Climate Change Action Plan 2009-2020
6. Darebin Environment Policy 2000
7. Darebin Litter Plan 2011-2014
8. Domestic Animal Management Plan 2012
9. Drainage Asset Management Plan 2007
10. Environmental Purchasing Code
11. Going Places – the Darebin Transport Strategy 2007-2027
12. Green Travel Plan 2000
13. Integrated Weed Management Plan 2008
14. Management Plan Cherry Street Reserve 2004
15. Stormwater Management Plan Review 2007
16. Sustainable Water Strategy 2007-2012
17. The Darebin Cycling Strategy 2013-2018
18. The Darebin Safe Travel Strategy 2010-2015
19. Waste Management Strategy 2007-2014

FURTHER INFORMATION

All Supporting Strategies are available in hardcopy and most can be found in electronic format online on Council's website at:

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4. THRIVING AND CREATIVE CULTURE

“Every great city on the planet has very good connections with art, music and culture. Just because (it’s) Darebin... doesn’t mean it can’t aspire to be a great city in the same philosophical sense.”

“Have more family–friendly activities, have inclusive fun activities in parks and have annual street parties or even holiday parties...”

Resident quotes from community survey

Our community is connected through its events, festivals and its cultural expression. Supporting our arts and culture activities allows us to experience new ideas, to grow as people and to learn something new about ourselves. Promoting our local arts industries and developing the potential of new artists helps create a thriving and creative local culture, as well as future employment opportunities for our residents.

Our goal is to:

- Foster inspiration, celebration, innovation, creativity and diversity in Darebin’s arts and culture and encourage it to thrive, entertain, challenge and delight.
- Promote initiatives that support the economic prosperity of local creative industries.
- Support arts and culture festivals that enhance social connection and inclusion, pride of place, a sense of belonging and cultural tourism.

STRATEGIES – WHAT WE NEED TO DO

Our strategies inform how we implement our goal and include:

4.1	Local creative industries	Develop mechanisms to support the growth of small creative businesses.
4.2	Cultural tourism	Develop a cultural tourism strategy that will help support the local economy.
4.3	Partnerships	Initiate and support partnerships and connections between the arts community and other industry sectors.
4.4	Professional development	Support professional development for our creative and artistic communities.
4.5	Arts facilities	Provide best practice cultural facilities and venues.
4.6	Local arts programming	Support the work of local artists, encourage residents to attend cultural events and initiate programs that reflect our community’s entertainment interests.
4.7	Online arts	Encourage an active online arts community; develop, implement and monitor digital media projects; and build online participation in the community.



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4.8

Good design

Promote good design principles that are consistent with our policies, particularly in new buildings, landscaping and art in public spaces.

4.9

Art in urban land use planning

Integrate art and culture into urban design and planning at the preliminary stage of project design.

4.10

Private-public collaborations

Encourage property developers to support art and good urban design in public spaces.

4.11

cultural heritage and art in everyday life

support public art, festivals and other programs celebrating cultural, social and artistic diversity; strengthen the community's access to and appreciation of its diverse history and cultural heritage; and create opportunities for the community to participate in the arts in their everyday life.

4.12

artistic vitality

foster cultural and artistic vitality by providing services, programs and events that reflect the community's diversity and by supporting new opportunities.

FOUR YEAR PRIORITY ACTIONS – WHAT WE WILL DO

1. Review the existing Darebin Arts and Cultural Development Plan and develop, implement and monitor a new Darebin Arts Strategy.
2. Investigate options for implementing a Paint the City program that engages a diversity of artistic expressions, including murals and street art, and discourages illegal tagging.
3. Support a diverse community arts festival and events program that reflects the changing needs of our community and its diverse character, including festivals and events such as: Midsumma, the Darebin Community and Kite Festival, the Darebin Backyard Harvest Festival, the Darebin Homemade Food & Wine Festival, True North, Carols in All Nations, the Ganesh Chaturthi event and the Koorie Pride Youth Festival.
4. Increase the participation of newly arrived migrant communities in our festivals and events. Investigate options for a community arts project celebrating the role migration has played in Darebin. Continue to support the True North festival that celebrates the uniqueness of Reservoir.
5. Increase attendances, particularly from young families, for arts programs at the Northcote Town Hall, Darebin Arts & Entertainment Centre and Bundoora Homestead Art Centre.
6. Commission and install a new major public art work by July 2014 and promote and improve the Peace Poles site as an iconic feature of the City.
7. Restore the Koorie Mural and complete and launch the Stolen Generations Marker public art project.
8. Develop, promote and monitor a signature festival, Darebin Music Feast, as a key cultural asset.
9. Host a public forum on arts and cultural activity with the community and industry stakeholders.
10. Support and assist local art galleries and collaborate with the arts community.
11. Investigate the feasibility of introducing a developer contribution levy or special rate to fund new public works of art.
12. Initiate a Cultural Tourism Development Strategy to promote the value of cultural assets, heritage sites and facilities; and to coordinate major festivals and events.
13. Evaluate the impact of local arts and culture industries on the local economy.

PERFORMANCE INDICATORS/TARGETS – HOW WE WILL KNOW

Most supporting strategies include their own action plans and specific performance indicators and targets that can be used to assess individual Council performance in achieving policy outcomes. In addition, the high-level strategic performance indicators/ targets listed below help Council to determine if we are meeting our goal and include:

No	Activity	Measure	Target
1	Festivals and Events	The percentage of respondents who rate their personal level of satisfaction with our festivals and events at 6 or more on a 10-point scale.	≥ 75%
2	Arts and Cultural Activities	The percentage of respondents who rate their personal level of satisfaction with our arts and cultural activities at 6 or more on a 10-point scale.	≥ 75%
3	Street Art Projects	Number of street arts projects completed.	Up to 10
4	Arts and Cultural Venues	Number of attendances at arts and cultural venue-based events.	116,000 by 2015
5	Arts and Cultural Businesses	Number of residents who work as professional artists.	1200 by 2017
6	Visitors Attending Festivals and Events	Number of visitors from outside Darebin attending arts and cultural events.	3000 by 2015

SUPPORTING STRATEGIC PLANS

The following strategies and plans support Council's achievement of the chapter goal:

1. Beyond FIDO (Public Art Strategy) 2006-2015
2. Christmas Decoration Policy 2012-2015
3. Making Art: Darebin City Council Arts & Cultural Plan 2008-2013
4. The City of Darebin Art and History Collections Policy 2012-2015

FURTHER INFORMATION

All Supporting Strategies are available in hardcopy and most can be found in electronic format online on Council's website at:

<http://www.darebin.vic.gov.au/page/HomePage.aspx>

Printed hardcopy versions of specific Supporting Strategies can also be made available upon request.



5. EXCELLENT SERVICE

“By offering customised services that meet the different needs of a diverse community – young, old, disabled, gay, straight, Muslim, Christian or atheist, men, women, children, rich or poor, single or married, educated or illiterate...”

Resident quote from community survey

Our community expects and deserves an efficient and productive administration that can deliver excellent service and value for money. We must deliver the basics well and ensure that all of our diverse community has access to, and inclusion in, high quality and excellent services.

Our goal is to:

Provide an efficient and productive administration that delivers excellent customer service that is responsive, accessible and inclusive.

STRATEGIES – WHAT WE NEED TO DO

Our strategies inform how we implement our goal and include:

5.1	customer service	create a business culture that focuses on customer service and the provision of timely and meaningful responses to community needs and requests; and analyse all customer feedback, using it as an opportunity to improve the quality of our services.
5.2	access and inclusion	ensure our approach to service delivery, infrastructure provision and policy development is always respectful, accessible and inclusive.
5.3	equitable rates, charges and grants	fund programs and services through the ethical, equitable and transparent collection of rates, charges and grants.
5.4	long-term responsible financial planning	develop well-considered and ethical investment strategies; and adopt budget decisions that are considerate of wider social and environmental impacts.
5.5	emergency planning and risk management	undertake planning and put in place processes to minimise the impact of risks on the community and on our operations; and to facilitate community recovery.
5.6	organisational productivity improvement	improve the quality and efficiency of our services, and achieve continuous improvement outcomes, through Best Value evaluation and reviews, performance measurement, process redesign and innovative business practices.
5.7	staff potential	encourage staff to improve their core competencies and their mental and physical health and fitness.
5.8	technology and infrastructure	provide and maintain the most relevant and efficient tools, facilities, equipment, information and technology to support our service delivery.

FOUR YEAR PRIORITY ACTIONS – WHAT WE WILL DO

1. Implement and monitor the Customer Service Excellence customer service system and the Customer Feedback Policy to ensure we meet all needs to deliver high quality services to the community in an accessible and inclusive manner.
2. Provide regular feedback to the community on service and organisational performance.
3. Facilitate a process of Best Value reviews of our existing services and operations, with a focus on selected services in each year, to ensure continuous improvement.
4. Advocate to the Federal Government on the roll-out of NBN to ensure all residents and local businesses have equal access and benefit to this critical resource.
5. Monitor, expand and continuously improve e-services by facilitating rate payments by credit card, implementing rate payment reminders via SMS, providing online facilities with additional transaction types and investigating the feasibility of rewarding customers who make early payments of rates and charges.
6. Implement and monitor the introduction of an improved Occupational Health and Safety (OHS) Management System.
7. Consider the Diversity Capabilities Framework in all of our professional development programs and training.
8. Develop, implement and monitor a recruitment strategy that values diverse capabilities.
9. Develop, implement and monitor an effective induction process for new employees or those transferring to new roles.
10. Review and or implement and monitor (where appropriate) policies, strategies and frameworks associated with the Supporting Strategic framework.



PERFORMANCE INDICATORS/TARGETS – HOW WE WILL KNOW

Most supporting strategies include their own action plans and specific performance indicators and targets that can be used to assess individual Council performance in achieving policy outcomes. In addition, the high-level strategic performance indicators/ targets listed below help Council to determine if we are meeting our goal and include:

No	Activity	Measure	Target
1	Financial Sustainability	The result of the most recent published financial sustainability risk assessment undertaken by the Victorian Auditor General's Office following its review of the audited statements.	Low risk
2	Underlying Surplus	The budgeted underlying surplus reported in the most recently published budget report.	> \$0
3	Customer Service	The percentage of respondents who have contacted us in the previous 12 months who rate our performance in ease of contact, helpfulness of staff, speed of response and attitude of staff at 6 or more on a 10-point scale.	≥ 75%
4	Employee Turnover	The equivalent full-time number of staff resigning or retiring in a given year expressed as a percentage of the overall number of equivalent full-time staff.	< 10%
5	Telephone Inquiries	Telephone inquiries to customer service resolved at the first point of contact.	75%
6	Workcover	Reduce Workcover premium from current levels after allowing for government adjustments and health CPI increases.	< 2%

SUPPORTING STRATEGIC PLANS

The following strategies and plans support Council's achievement of the chapter goal:

1. 2013-2017 Council Plan/ Budget
2. Attestation (Risk Management) Framework 2012
3. Darebin Equity and Inclusion Policy 2012-2015 and Planning and Audit Tool
4. Darebin Procurement Policy 2012-2013
5. Diversity Capabilities Framework (new initiative)
6. Emergency Management Plan 2012/ Municipal Emergency Technical Resources Sub-Plan 2010
7. Fraud Prevention and Control Strategy 2009
8. Hardship Policy 2012 (on-going)
9. Information Technology Strategy 2009- 2013
10. Infringement Policy 2010
11. International Roaming Policy 2009
12. Occupational Health and Safety (OHS) Policy 2012
13. People and Development Policies (various)
14. Risk Management Framework 2011
15. Customer Service Excellence (to be adopted)
16. The Strategic Resource Plan (Part of the Council Plan 2013-2017)

FURTHER INFORMATION

All Supporting Strategies are available in hardcopy and most can be found in electronic format online on the Council's website at:

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6. OPEN AND ACCOUNTABLE DEMOCRACY

“Think long-term, consult with the community; and for every issue, identify the underlying issue. For that underlying issue identify possible solutions, assess the possible solutions against a criteria to determine the best one. And, then ACT...”

Resident quote from community survey

We want a genuine, mutually supportive relationship with the community and we will implement ways to improve our accountability, transparency and engagement with our citizens. It is important that we are honest and open and that we always act in the best interest of the whole Darebin community.

Our goal is to:

- Encourage active community engagement in Council decision-making.
- Advocate for equity and social inclusion and to always act responsibly and in the best interest of the whole Darebin community.
- Govern in accordance with Darebin City Council's Charter of Good Governance.

STRATEGIES – WHAT WE NEED TO DO

Our strategies inform how we implement our goal and include:

6.1	Good governance	Provide a 'whole of organisation' response in the way we make decisions, develop policy and deliver programs and services; have a clear and transparent rationale for decisions and govern in a transparent and accountable manner, in accordance with our Charter of Good Governance.
6.2	Communication	Communicate effectively and in accessible formats and media with all members of our diverse community.
6.3	Community engagement	Implement the Darebin Community Engagement Framework of: Consultation, Deliberation and Collaboration.
6.4	Advocacy	Identify issues of concern to our community and advocate for strategic solutions.
6.5	Inclusive representation	Ensure advisory structures are inclusive of our diversity.
6.6	Partnerships and collaborations	Work with organisations, other levels of government and the private sector for the benefit of our community.

FOUR YEAR PRIORITY ACTIONS – WHAT WE WILL DO

1. Update our website to support improved governance by publishing a summary of councillor expenses on a quarterly basis, investigate the possibility of streaming Council meetings live; and consider a centralised page with hyperlinks to all key adopted policies and strategies.
2. Review key governance policies, including the Governance Local Law, Councillor Code of Conduct and Councillor Support and Expenses Policy.
3. Implement, monitor and evaluate our Equity and Inclusion Planning, Audit Tool and the Community Engagement Framework to help ensure we consult with and plan for all our citizens.
4. Develop, implement and monitor an annual Corporate Communications Strategy that targets specific community priorities and ensures consistent delivery of key messages relating to the priorities across a range of communication channels.
5. Develop up-to-date, research-based tools and channels to communicate effectively with all members of our diverse community, including Culturally & Linguistically Diverse (CALD) audiences, people with disabilities and other groups who experience barriers to mainstream communication.
6. Ensure that human rights principles and commitments are considered in all relevant policies, strategies, plans, actions and initiatives.
7. Ensure that all major projects that involve issues of strategic significance include a specific communication plan.
8. Participate in relevant Local, State and Federal Government forums and networks to help raise our profile as a leader in Local Government affairs.
9. Advocate, and form strategic alliances with other stakeholders to advocate, on issues of regional, state or national strategic significance.
10. Support all Advisory Groups and Committees and ensure that such bodies comply with all relevant Council policies, strategies and plans.

PERFORMANCE INDICATORS/TARGETS – HOW WE WILL KNOW

Most supporting strategies include their own action plans and specific performance indicators and targets that can be used to assess individual Council performance in achieving policy outcomes. In addition, the high-level strategic performance indicators/ targets listed below help Council to determine if we are meeting our goal and include:

No	Activity	Measure	Target
1	Advocacy and Lobbying	The percentage of respondents who rate our performance lobbying on behalf of the community at 6 or more on a ten-point scale.	≥ 75%
2	Consultation and Engagement	The percentage of respondents who rate our performance in engaging with the community at 6 or more on a ten-point scale.	≥ 75%
3	Councillor Leadership	The total number of Councillors in attendance at Council Meetings, Special Council Meetings and Standing Committee Meetings, divided by the number of Councillors expected to attend, expressed as a percentage. Councillors who have been formally granted a leave of absence are not included in the calculation.	≥ 85%
4	Communication	The percentage of respondents who rate their personal level of satisfaction with our communication at 6 or more on a ten-point scale.	≥ 75%
5	Equity and Inclusion	Projects that require consideration by Council assessed in accordance with the Darebin Equity and Inclusion Planning and Audit Tool.	100%

SUPPORTING STRATEGIC PLANS

The following strategies and plans support Council's achievement of the chapter goal:

1. Advocacy Framework 2012 (reviewed annually)
2. Council Performance Framework
3. Darebin Anti-Racism Strategy 2012-2015
4. Darebin Community Engagement Framework 2012-2017
5. Darebin Equity and Inclusion Policy 2012-2015
6. Darebin Human Rights Action Plan 2012-2015
7. Guidelines for Community Advisory Committees
8. Human Rights Framework
9. Media Policy and Processes 2011 (reviewed annually)

FURTHER INFORMATION

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THE CITY OF DAREBIN – SOME KEY POPULATION STATISTICS

More than 143,057 people call City of Darebin home

The population declined steadily from the late 1970s through to the mid-1990s but has grown since and is projected to increase to 158,941 by 2021.

More than 4 in 10 of City of Darebin's residents were born overseas

In the 2011 Census, 33.7 per cent of Darebin residents stated they were born overseas. The major contributing countries were Italy, Greece, India, China, the United Kingdom and Vietnam.

Nearly half of the City of Darebin's residents speak a language other than English at home

Darebin's residents speak a wide range of languages, with 38.7 per cent speaking a language other than English at home. The most common other languages are Italian, Greek, Arabic, Mandarin, Vietnamese, Macedonian, Cantonese, Punjabi and Hindi. Approximately 7.8 per cent of the population do not speak English well or at all.

At the 2011 Census, 631 couples reported living in a same-sex relationship

415 couples identified as living in a lesbian relationship – female same-sex couple – and 216 in a gay relationship – male same-sex couple – in the municipality.

It should be emphasised that this represents only a fraction of the Gay, Lesbian, Bisexual, Transgender, Intersex and Queer (GLBTIQ) community in the City of Darebin. There is clear under-reporting of same-sex relationships as people might not feel comfortable giving this information out in the Census for a number of reasons, including unease at disclosing one's sexuality. Another major limitation of this indicator is that it does not identify people who are not in a relationship/couple and living under the same roof. Single parent families, lone person households and group households are not considered. People who are in a same-sex relation but do not live together are not counted either. The people who are in same-sex relationships do not represent the whole spectrum of Sexuality and Sex and Gender Diversity in our communities (e.g. transgender or intersex status cannot be inferred from this indicator; nor can people who are bisexual be identified through this).

5.8 per cent of all Aboriginal and Torres Strait Islander Melbournians live in City of Darebin

A total of 1,155 Aboriginal and Torres Strait Islanders live in Darebin, making up 0.8 per cent of the total population. Darebin has one of the largest proportions of Aboriginal and Torres Strait Islander residents of the 31 municipalities in metro Melbourne and Darebin's Indigenous community is among the largest in Victoria.

14.6 per cent of City of Darebin residents are over 65 years of age

Australia's population is ageing and Darebin is no exception. This group of residents is expected to continue to grow over the next two decades to make up one-quarter of the population by 2031.

14.1 per cent of households in City of Darebin earn less than \$400 per week

While the socio-economic profile of Darebin is changing, with more residents earning higher incomes, it is important to remember that a significant proportion of the population still experiences a level of relatively high socio-economic disadvantage.

Almost 1 in 5 City of Darebin residents has a disability

More than 25,000 Darebin residents are affected by a disability of some kind, including physical disabilities and medical conditions, psychological and intellectual conditions or learning disabilities. These residents include children, adolescents, adults and older people. Of the residents with a disability almost one-third require assistance.

STATISTICS CONCERNING THE CITY OF DAREBIN MUNICIPALITY

The 53 square kilometres that make up the City of Darebin stretch from Melbourne's inner northern suburbs of Northcote and Fairfield out to the traditional middle-ring suburbs of Reservoir and Bundoora. The municipality has close to 63,000 properties, including more than 57,000 homes.

There are more than 800 hectares of open space in the City of Darebin

Bordered by the Darebin and Merri Creeks, the City of Darebin contains a diverse range of open spaces, ranging from small, local parks up to major regional parklands such as the All Nations Park in Northcote and Bundoora Park in Bundoora. Added to this are environmentally sensitive areas such as the Central Creek Grasslands, the wildlife reserve at La Trobe University and the Leamington Street Wetlands.

The City of Darebin has assets totalling \$1.164 billion

In addition to cash and investment, the City of Darebin owns, controls, manages or maintains an extensive range of physical assets. These include 508 kilometres of roads, 597 kilometres of stormwater drains, 300 buildings, 14 road bridges and 800 hectares of open space.

City of Darebin's employment profile is as diverse as its community

In 2011/2012, 54,258 people worked in the City of Darebin. Darebin's employment profile is made up of a wide range of industries, with no one sector dominating. Employment is split roughly equally between four main industry sectors – retail, manufacturing, education/training and health/community services. Together, these four industries employ half of Darebin's working population.

City of Darebin's employment profile is changing

In the past, Darebin's traditional manufacturing base has made the employment market vulnerable to changes in economic conditions. This has been seen in unemployment rates, which have always been higher than the Melbourne average. In 2011/2012 Darebin's unemployment rate was 6 per cent compared with the 5.3 per cent rate for Victoria. However, with an increasing proportion of residents working in white-collar jobs, more residents holding university degrees and fewer residents with no post high school qualifications, Darebin's labour force is more resilient than ever.

The City of Darebin is among the largest employers in the municipality

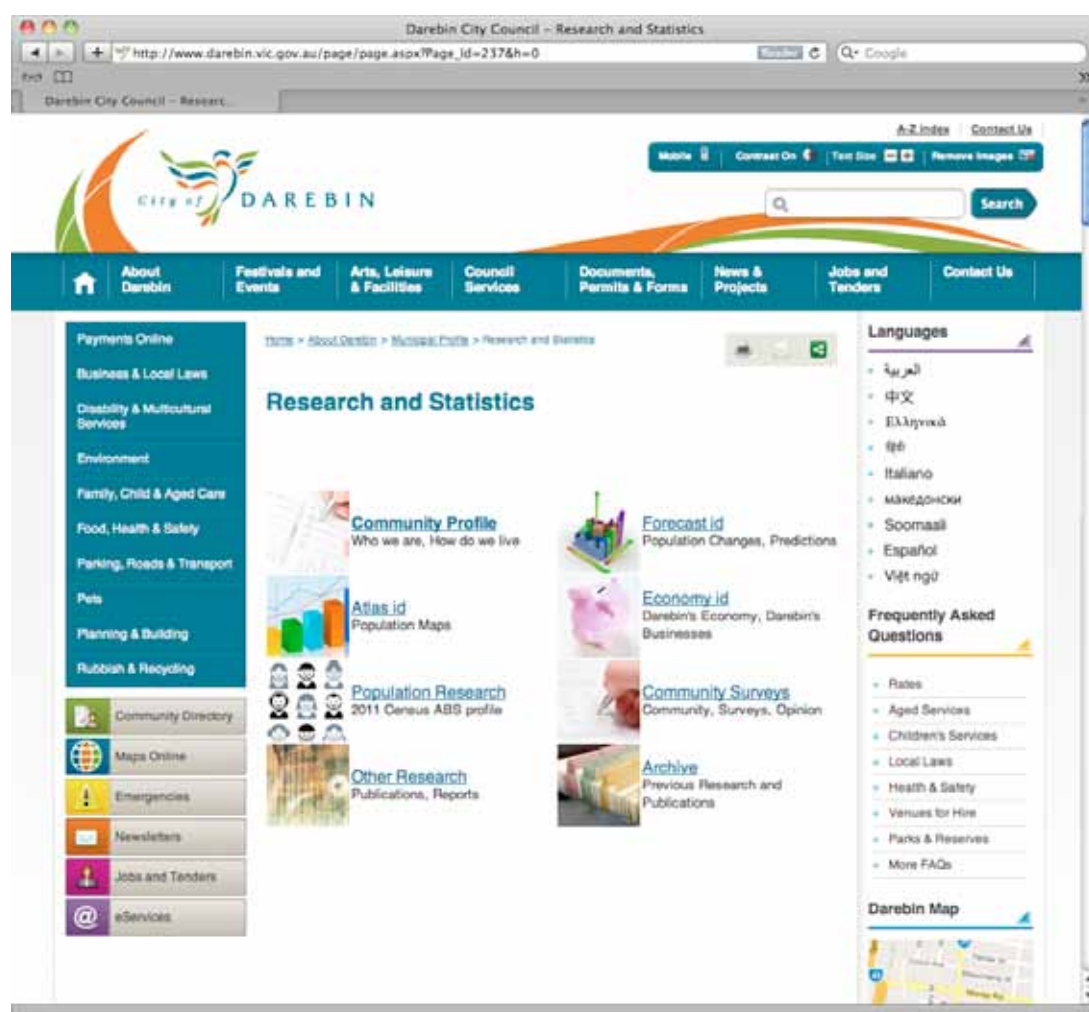
The City of Darebin itself directly employs more than 800 permanent staff on a full- or part-time basis and many more in casual positions. This makes the City of Darebin one of the municipality's largest employers. Many Council employees are also residents of the city, and bring an important local knowledge and understanding to their jobs.

FURTHER INFORMATION ON DAREBIN RESEARCH AND STATISTICS

Detailed research and statistical information about the City of Darebin, including the latest community profile and population forecasts that informed this plan can be found at Council's main website at:

http://www.darebin.vic.gov.au/page/page.aspx?Page_Id=237&h=0

This information is also accessible via the Council's library internet service and printed hardcopy versions can also be made available upon request.



ADVISORY GROUPS CONSULTED

Active and Healthy Ageing Community Advisory Board	Consulted and feedback provided
City of Darebin Collections Advisory Committee	Advice from officer indicated that Council Plan less relevant
Civic Recognition (Monuments and Memorials) Committee	Council officer advised that feedback not applicable
Darebin Aboriginal Advisory Committee	Consulted
Darebin Anti-Racism Strategy Steering Committee	Advised and feedback pending
Darebin Arts Forum	Advised
Darebin Australia Day Committee	Officer advised that Council plan not applicable
Darebin Bicycle Advisory Committee	Consulted and feedback provided
Darebin Disability Advisory Committee	Consulted and feedback provided
Darebin Early Years Reference Group	Advised but committee not convened in time to provide feedback within timelines
Darebin Environmental Reference Group	Consulted and feedback provided
Darebin Health (Municipal Public Health and Wellbeing Plan) Steering Committee	Consulted and feedback provided
Darebin Housing Advisory Committee	Consulted and feedback provided
Darebin Interfaith Council	Advised but committee not convened in time to provide feedback within timelines
Darebin Local Safety Committee	Consulted and feedback provided
Darebin Public Education Advocacy Committee	Consulted and feedback provided
Darebin Women's Advisory Committee	Consulted and feedback provided
Friends of Bundoora Park Advisory Committee	Advised. Copy of draft sent to members by email seeking individual feedback. This process recommended by Council officer.
Municipal Emergency Management Planning Committee	Consulted but no feedback provided
Northland Structure Plan Steering Committee	Consulted but no feedback provided
Preston Business Advisory Committee	Consulted and feedback provided
Reservoir Structure Plan Community Reference Group	This group is currently in abeyance
Sexuality, Sex and Gender Diversity Advisory Committee	Consulted and feedback provided

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Darebin City Council

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Speak Your Language:
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mailbox@darebin.vic.gov.au

Customer Service Centres

Preston

Darebin Civic Centre
274 Gower Street, Preston
Hours: 8.30am-5.30pm
Monday to Friday

Northcote

Northcote Library Complex
32-38 Separation Street,
Northcote
Hours: 8.30am-5pm
Monday to Friday

Northland

Northland Shopping Centre
Murray Road, Preston
Hours: 8.30am-5pm
Monday to Friday
and 9am-12noon Saturday

Reservoir

Reservoir Civic Centre
23 Edwardes Street, Reservoir
Hours: 8.30am-5pm
Monday to Friday



تحدث لغتك

講您的語言

Parla la tua lingua

Μιληστε τη γλωσσα σας

Nóí ngòh ngũ cúa quý vî

Гo зборуваме вашиот јазик

