



ACTION PLAN 2018-2019

These are the actions we will be undertaking over 2018-2019 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:	2018–2019 actions working towards targets:
Create a Darebin Energy Foundation – a climate emergency think tank and creator of initiatives that can be scaled across communities.	Support Climate Emergency Darebin (CED) to finalise a recommendation in regard to long-term governance structure, while enabling the group to undertake projects and/or actions to help address the climate emergency.
Create and enact a local Climate Emergency Plan to address and climate change and mitigate risks.	Continue implementation of the Climate Emergency Plan, including delivery of a national Climate Emergency Conference (September 2018) and implementation of carbon reduction projects. Review the Community Emergency Risk Assessment and update the Emergency Management Plan, as well as relevant sub-plans e.g. Heatwave and Pandemic Plans. Revise the 2007 Drainage Asset Management Plan and replace with an Integrated Water Management Strategy that addresses drainage, stormwater reuse and potable water management by June 2019.
Divest from financial institutions that lend to the fossil fuel industry.	Continue to review our Fossil Fuel Divestment Strategy on an annual basis to reduce our investment in financial institutions that lend to the fossil fuel industry.
Make our Council buildings and car fleet more energy efficient.	Purchase and operate two electric vehicles as part of the Council fleet. Finalise the Vehicle Policy and process to ensure priority selection of environmentally friendly (preferably electric), or hybrid passenger fleet vehicles. Ensure that Council’s building maintenance, upgrade and design work does, at a minimum, meet the standards in the Environmentally Sustainable Design Policy.
Double solar power from approximately 18,000 kilowatts to 36,000 kilowatts, including for low income households.	Install more than 4,000 kW of solar panels on 1,000 homes and businesses, resulting in significant progress towards the goal of doubling solar in Darebin from 18,000 kW to 36,000 kW by 2021. Support businesses to access renewable energy and energy efficient models by offering subsidised LED lighting and access to the Solar Savers program throughout the year. Increase the number of certified sustainable businesses in Darebin and add businesses to the Green Business Directory.
Increase Council’s use of water from non-drinking water sources by 30 megalitres by 2025.	Commence the development of the Integrated Water Management Strategy by updating flood modelling for the Municipality. Continue to investigate and implement Water Sensitive Urban Design and/or Environmentally Sustainable Design practices or products into at least 75% of Council’s capital work projects.

Targets from our 4-year Council Plan:	2018–2019 actions working towards targets:
Reduce waste to landfill by 1kg per person year-on-year, while maintaining community satisfaction with waste services above 80%.	Implement a range of recycling education activities for the Darebin community to increase levels of recycling in the city. Review Darebin’s Waste Strategy to seek to deliver on the aspirations of the Climate Emergency Plan 2017–22 by cutting emissions from waste; supporting elimination of single-use plastics; and ensuring recycling systems are effective in the long run. Finalise a model for the introduction of a city-wide food waste recycling service and explore lowest carbon options for food waste. Implement the single-use plastics resolution. Advocate for the transformation of Australia’s national approach to packaging, materials, waste and litter management to be environmentally focused and sustainable in the long run. Continue providing waste and recyclable collection services in line with Council’s service standards.

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:	2018–2019 actions working towards targets:
Reduce private vehicle use to an average of 13 kilometres per day per person by 2020 (10%). Increase car share bays from 20 to 100.	Identify priority locations and a forward plan for car-share bays across the City and further increase the number of car-share bays towards the target of 100. Continue to partner with Reservoir West Primary School as the pilot active travel ‘Octopus School’, constructing two pedestrian crossings and improving cycling access to the school, and select and partner with the next ‘Octopus School’. Promote car sharing, cycling and walking events (such as Ride2Work Day) and facilitate schools programs and community skills building workshops (such as cycle skills workshops).

GOAL 1

We will be leaders in creating a sustainable city through local innovation projects that 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:	2018–2019 actions working towards targets:
<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>Design and construct streetscape, landscape and traffic engineering improvements to create a ‘Streets for People’ corridor (a project to prioritise walking, cycling and traffic calming) that will extend from Miller Street in Thornbury to Merri Parade in Northcote; improvements include a linear corridor of a local street network adjacent to the South Morang railway line.</p> <p>Engage the community in development of a second ‘Streets for People’ corridor that will improve road safety, and prioritise cycling, walking and traffic calming.</p> <p>Improve our walking network, including design of two pedestrian crossings, construction of four pedestrian crossings, construction of three new raised-entry treatments to improve safety and walkability, implementation of changes to parking restrictions at Fairfield, and investigation and design of other improvements for future years.</p> <p>Install new drinking fountains in parks and shopping strips across Darebin.</p> <p>Deliver 100% of the 2018–19 footpath renewal program.</p> <p>Install intersection improvements on a key cycling route and design a range of cycling infrastructure improvements across the municipality, including new bicycle lanes, cycling refuges and improvements to existing traffic signals.</p> <p>Improve the Cheddar Road cycling path by including a realigned section of shared path adjacent to Hickford Street, as per the recommendations of the Shared Path Safety Audit.</p> <p>Undertake planning for safety and landscaping improvements to the St Georges Road–High Street Shared Path (Northern Pipe trail project).</p> <p>Seek VicRoads approval for further speed limit reductions to 40km in priority locations.</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 State Government for level crossings to be removed at Bell St, Preston, Murray Road and at Reservoir Station; and for all the removals to be elevated solutions to open up and improve pedestrian and cycling access, as well as create new opportunities for parks and recreation areas.</p> <p>Advocate for the State Government to fund a feasibility study for the extension of Tram Route 11 to Reservoir Station or La Trobe University.</p> <p>Continue to advocate to the State Government for improved east–west transport connections throughout Darebin and the wider northern Melbourne region, as well as for an increase in bus services and bus routes across Darebin.</p>

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:	2018–2019 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>Support the Darebin Nature Trust to provide advice to Council on biodiversity and open space matters.</p> <p>Conduct a detailed biodiversity study to help inform future work to conserve and enhance biodiversity across the City.</p>
<p>Maintain resident satisfaction with the maintenance of parks, reserves and open spaces above 85%.</p>	<p>Undertake planning for improvements at Mayer Park and Penders Park, including consultation, design and priority construction projects.</p> <p>Construct a new public space on the corner of High Street and Oakover Road, Preston.</p> <p>Plan for improvements at Edwardes Lake, including consultation on the draft master plan.</p> <p>Make improvements at Donath Dole Reserve to extend the internal path network.</p> <p>Improve the entry to Batman Park with new landscaping and seating.</p> <p>Deliver Council's park maintenance programs in accordance with Council's level of service.</p>
<p>Grow our urban forest by 7,600 trees to increase tree coverage on public land by 15%.</p>	<p>Complete the planting of 2,100 street trees and 300 park trees to increase the municipality canopy and urban forest. This is an increase of 500 trees (19%) compared to 2017–18.</p> <p>Plant 5,000 indigenous plants within conservation parkland and bushland.</p> <p>Develop a Local Law for the protection of trees on private property.</p>
<p>Install rain gardens/water sensitive urban devices to improve the condition of our waterways.</p>	<p>Finalise the installation of 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:	2018–2019 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%.	<p>Deliver music and arts projects through the Decibels Youth Music Centre that engages young females and gender-diverse young people.</p> <p>Utilise existing campaigns to support schools and community organisations to raise awareness regarding mental health support for youth (e.g. RUOK day and Mental Health Week).</p> <p>Adopt and implement a Gender Equity and Preventing Violence Against Women Plan.</p> <p>Implement the Health and Wellbeing Plan 2017–21.</p>
<p>Increase immunisation rates to 95% as per the <i>WHO Global Vaccine Action Plan 2011-2020</i>.</p> <p>Increase our health checks, through innovative approaches to communication and conversation with families.</p>	<p>Lead the partnership with immunisation teams and early years services in the North West region to ensure children holding a health care card are immunised.</p> <p>Commence implementation of the recommendations of the Aboriginal Maternal and Child Health Initiative to increase the number of Aboriginal and Torres Strait Islander families accessing and remaining engaged with the Maternal and Child Health Service.</p>
Create a new park, playground, oval and children's hub on the site of the old Ruthven Primary School in Reservoir.	<p>Continue to support and maintain good access for community to the park while continuing to plan for future improvements and community demand at the old Ruthven School site.</p> <p>Undertake research and demand analysis into the best location for a possible children's or community hub.</p>



Targets from our 4-year Council Plan:	2018–2019 actions working towards targets:
Maintain support for playgroups and seek additional Victorian Government grant program funding, when available.	Continue to support a range of playgroups, both universal and targeted, to improve the learning, development and wellbeing outcomes of children and their families, including the provision of 10 supported playgroups per term to families experiencing disadvantage.
Transition our youth program to a skills-based approach that will help young people participate in pathways to education and employment.	<p>Continue the implementation of the Youth Services Strategy that will guide future engagement with, and future service provision to the young people of Darebin.</p> <p>Explore mentoring opportunities for at-risk young people that support their social and vocational development.</p> <p>In partnership with Northland Shopping Centre, deliver the annual Jobs Fair to increase young people's employment skills and outcomes.</p> <p>In partnership with Northland Shopping Centre, deliver the 'First Step' Job Ready Employment Program to increase young people's employability.</p> <p>Work in collaboration with local communities who experience social and economic disadvantage to explore further youth outreach opportunities and provide services accordingly.</p> <p>Upgrade, renew and replace essential equipment and assets that support the delivery of youth programs and activities for young people in Darebin.</p>
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%.	Engage an independent expert panel to review Council's services, collect and consider evidence and ideas, and gather community input in to how Council can best create an Age Friendly Darebin where older people are valued, supported and empowered to live well.
Build four Changing Place facilities which are fully accessible public toilets with change tables and hoists for people with severe or profound disability.	Complete the construction of a 'Changing Places' toilet (a specifically designed and respectful facility for those that require special support) at Gower Street/Kelvin Grove. Complete designs for the Raleigh Street public toilet facility, Edwardes Lake Park public toilets and toilets on corner of Westgarth Street and High Street, Northcote.
Ensure our food and health businesses maintain high standards of public health and safety.	Ensure all of Darebin's food premises receive an annual food safety assessment.

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:	2018–2019 actions working towards targets:
Build or upgrade 24 playgrounds, including one for all abilities, in consultation with local children.	Design six play spaces for construction in the 2019–20 financial year. Construct play spaces at Bundoora Park River Red Gum play space, All Nations Park East play space, LW Williams Reserve play space, LE Cotchin Reserve play space, Bundoora Park play space and Bundoora Homestead play space.
Continue to upgrade our sports grounds and facilities. Build a new multipurpose indoor and outdoor sports stadium – a premier facility for women’s sport – at John Cain Memorial Park in Thornbury. Redevelop the Northcote Aquatic and Recreation Centre into a \$50M state-of-the-art aquatic centre. Increase green (outdoor) gyms to give more residents access to free gym equipment. Diversify leisure programs to increase participation. 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.	Undertake a comprehensive investigation into the current asset condition of sporting facilities. Investigate challenges and opportunities for the Reservoir Leisure Centre so the long-term future of the facility can be planned for and actioned. Complete the program for sportsground upgrades, including reshaping ovals (where required) at Preston Oval and A H Capp Reserve, to provide consistent surface levels that will assist in surface drainage and surface run-off. Complete the construction of the outdoor netball courts as part of the Multi-Sports Stadium redevelopment. In consultation with the community, commence development of a detailed design for the Multi-Sport Stadium. Adopt the preferred redevelopment option for the Northcote Aquatic and Recreation Centre and commence schematic designs in consultation with community. Deliver four community workshops aimed at building the capacity of Darebin’s Sports Clubs to foster social connection and participation. Increase the number of people from the community participating in the Bundoora Park Farm volunteer program. In partnership with the Reservoir Neighbourhood House, implement the community gym program to increase engagement and participation in the Reservoir Leisure Centre by people experiencing high levels of disadvantage. Continue to implement the sports clubs performance subsidies program to recognise sporting clubs in the areas of social inclusion and participation, good governance, and community/ Council relations.
Redevelop six senior citizen centres to increase group usage by 5%.	Undertake an audit of six seniors centres to establish an asset management improvement plan for the centres.

Targets from our 4-year Council Plan:	2018–2019 actions working towards targets:
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.	Adopt new sustainable operating models and implement a five-year strategic plan for the Northcote Town Hall Art Centre and Darebin Art Centre to ensure improved cultural outcomes for artists, audiences and community. Continue implementation of the five-year strategic plan for the Bundoora Homestead Art Centre, to deliver improved benefits and outcomes for artists and visitors. Deliver the first-year priorities of the inaugural Darebin Future of Festivals Framework. Implement a centralised events consultancy service to ensure the quality and safety of large-scale events in Darebin. The service will be guided by a newly developed and overarching Council-wide Event and Festival Framework. Design and implement a new Local Community Events Scheme to provide small grants for community-led local events. Improve the accessibility and engagement of Darebin’s arts precincts for people with disability. Programs will be designed to create new services that include direct and positive impact for artists and audiences with a disability.
Increase and diversify participation in local food production.	Develop the ‘garden gate to plate’ link between the Bundoora Park Farm and Bundoora Park Café by providing farm-fresh produce in the café. Develop and implement a service agreement with Reservoir Neighbourhood House to support the house to become a food hub for the Reservoir community, and to coordinate the east Reservoir Community Garden. Promote and engage the community with local food production, including the delivery of the Backyard Harvest Festival.
Continue to support and invest in community-based organisations, activities and programs that promote participation and social connection.	Review the support provided to Seniors Clubs as part of the Age Friendly Darebin Review to ensure the support model continues to meet current and future needs. Undertake a feasibility study of the seven neighbourhood houses to inform future works that will enhance service provision.
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.	Undertake a review of all community grants and funding agreements with community organisations and create a new centralised grants program.

GOAL 2

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:	2018–2019 actions working towards targets:
Work with all families, particularly those that are vulnerable, to increase kindergarten participation.	Develop a range of diverse communication mediums targeted specifically to the different agencies working with vulnerable families (for example Child Protection, National Disability Insurance Scheme providers), so that agencies are better equipped to support families' access to kindergarten and other early years services.
Develop partnerships to improve outcomes for students, with a focus on disadvantaged students.	Complete the Lifelong Learning Strategy that will define opportunities for residents to continuously improve their knowledge and skills and commence implementation through collaboration and partnerships. Encourage and support the participation of schools (minimum of three) in a youth resiliency program.
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.	Develop an East Preston Community Centre governance and operational model for implementation in 2020–21 that best suits the community's changing needs.
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.	Implement Libraries After Dark to promote and deliver evening activities at Preston Library. Continue to grow our library service; increasing awareness and usage by our community. Activate our library spaces through engaging events, collaborative partnerships and innovative technology solutions. In consultation with our community, review the community language library collection to ensure it meets the community's needs. Continue to develop the library collection to meet community needs (including Premiers Reading Challenge). Implement the Darebin Libraries Technology Strategy Action Plan to deliver enhanced digital services.

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:	2018–2019 actions working towards targets:
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. Review our planning controls and urban design guidelines to ensure development is appropriately located and of high quality.	Complete the review of the Planning Scheme to ensure the Planning Scheme is achieving Council's strategic goals and meeting the technical requirements for review in the <i>Planning and Environment Act</i> . Continue to work closely with the State Government to commence the Planning Scheme amendment process for future years. Begin work to develop a long-term integrated plan for the future of the city that creates greater certainty for the city and a 50-year vision for a sustainable, liveable, productive, accessible, creative city.
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.	Complete the investigation of the Northland Urban Renewal Precinct (a new suburb in Preston East), develop a draft structure plan, and advocate for good public transport links to service the area.



GOAL 3

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:	2018–2019 actions working towards targets:
<p>Create plans to revitalise:</p> <ul style="list-style-type: none"> – central Preston – the Reservoir Junction – Oakover Village/Preston Junction. 	<p>Develop a vision for Central Preston in partnership with the community, to progress development of a new, long-term plan to guide how the Central Preston precinct will be developed.</p> <p>Work to ensure Preston Market and its neighbourhood thrives into the future, including working with the Victorian Planning Association to review the planning controls and future opportunities at the site.</p> <p>Identify and respond to opportunities and address issues arising from State Government projects, developments and land holdings where appropriate, and advocate for positive outcomes that align with Council's plans for the community (including Oakover village).</p> <p>Work closely with the State Government to advocate for significant improvements at Reservoir Junction at the same time as removal of the level crossing.</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).</p> <p>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>Advocate with the Level Crossing Removal Authority and other partners to maximise positive outcomes for local communities affected by level crossing removals.</p>
<p>Increase the public open space levy to create more open space, particularly in urban renewal areas.</p> <p>Require developers to contribute to infrastructure to support population growth through a Developer Contribution Scheme.</p>	<p>Consult and finalise the review of the Darebin Open Space Strategy, and work with the State Government to seek approval for changes to the Planning Scheme to collect any additional Open Space Levy amounts from developers in future years.</p> <p>Continue collecting funds from developments in activity centres to support the upgrade of streetscapes adjacent to their development.</p> <p>Complete the development of a long-term infrastructure plan for works across Darebin, which is a critical component of a Developers Contribution Scheme.</p> <p>Work closely with the State Government to seek approval for changes to the Planning Scheme required to start collection of developer funds.</p>
<p>Collaborate with the Victorian Government to plan high-quality public housing and examine opportunities for social housing to be provided on Council owned land.</p>	<p>Review the Darebin housing policy and strategies to meet long-term community needs and to maximise affordable housing throughout the municipality.</p> <p>Consider the feasibility and delivery model for an affordable housing site on Townhall Avenue.</p> <p>Advocate for high levels of affordable housing at State Government-owned renewal sites throughout Darebin, including Oakover Village.</p>

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:	2018–2019 actions working towards targets:
<p>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.</p>	<p>Deliver the first-year priorities of the Darebin Creative and Cultural Infrastructure Framework.</p>
<p>Ensure our art collections are available for the enjoyment of the community and future generations.</p>	<p>Implement the Public Art Framework 2018.</p> <p>Scope a new landmark public art commission that acknowledges and recognises Darebin's migration story.</p> <p>Undertake a professional and market-led valuation of the indoor art collection for insurance purposes.</p>
<p>Maintain satisfaction with public arts and cultural infrastructure above 85%.</p>	<p>Develop and test a cultural outcomes framework using the Speakeasy program (a year-round independent theatre program), to monitor and evaluate the impact of a local performing arts scene based at the Northcote Town Hall Art Centre.</p> <p>Design, develop and implement a municipal-wide arts marketing plan to diversify audiences and grow visitation across signature arts precincts in Darebin.</p> <p>Expand Council's art collection through new acquisitions and commissions of both indoor and outdoor art works aligned to the Collections Policy and Public Art Framework 2018.</p> <p>Complete the restoration of the FIDO public artwork located in Fairfield.</p>



GOAL 3

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:	2018–2019 actions working towards targets:
Reduce crash rates on roads by introducing traffic management measures on the highest risk roads. Find new and better ways to upgrade our road network through new technology and products, and maintain satisfaction with local roads above 80%.	Construct local area traffic treatments in Northcote, Thornbury and Reservoir at high-priority locations nominated by traffic management and road safety audits. Complete design works for additional high-priority construction works in subsequent financial years.
Improve or maintain satisfaction with public spaces to above 80%. 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. Install and advocate for improved and more sustainable street lighting in areas of need and safety concern.	Construct upgrades to seven small shopping strips with new amenities, including bins, recycling bins, cycle hoops, seats or trees. Renew three special rates schemes to enable traders associations to continue improving and marketing key activity centres. Deliver maintenance programs for streetscapes and public spaces in line with current levels of service. Integrate safety as a high priority into all design for new public places and facilities, including consideration of lighting design. Continue to install high-efficiency lighting whenever replacement or renewal is needed.
Improve people's perceptions of safety to above 80%.	Commence the implementation of the Gender Equality Map pilot, in partnership with the State Government, including undertaking a minimum of one gender and community safety audit. Deliver at least two whole-of-place audits to identify actions to reduce crime and improve perceptions of safety. Using a risk-based approach, respond appropriately, consistently and in a timely manner to matters affecting the safety and amenity of our community. Provide an effective monitoring and compliance response to parking that supports Council's efforts to improve the safety and amenity of our road network. Complete the review of the Graffiti Strategy. Complete 12 street art murals across the municipality to minimise graffiti occurring at hot spot locations, while improving the amenity.
Expand dog walking infrastructure and manage lost animals through our new shared regional shelter, that operates under a no kill of healthy animal policy.	Deliver actions identified in Council's 2017–21 Domestic Animal Management Plan, including those actions aimed at ensuring responsible animal ownership continues within our community.
Help minimise the disruption caused by development.	Improve our approach to construction management and enforcement to better address the disruptions that the current high levels of development are causing in our community.
Address compliance issues with a high risk to public safety as a priority.	Prioritise the enforcement of compliance and safety issues, such as swimming pool fencing and boarding house management.

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:	2018–2019 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.	Deliver the Pitch IT program to support new businesses in Darebin. Support the establishment of a social enterprise network in Darebin. Undertake research to understand Darebin's micro business structure. Undertake a business support program to assist local migrant and refugee women to start their own businesses.
Help businesses to increase local employment, including through the uptake of Federal and Victorian Government funding for employment and skills training opportunities.	Encourage businesses to take up apprenticeships and other employment programs available through State and Federal Government funding, including placement opportunities for Aboriginal and Torres Strait Islander people.
Increase the number of businesses doing better because of our assistance with: <ul style="list-style-type: none"> - digital access and capability - environmental performance - export capability - attraction of visitors. 	Undertake two projects with local tertiary providers to enhance employment outcomes.
Create smart parking tools, such as sensors linked to an information app, to help residents use parking more effectively.	Continue to work with the community to develop a Parking Management Strategy that will consider community, transport, public space, climate change and responding to population growth in the city.



GOAL 4

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:	2018–2019 actions working towards targets:
Increase the number of vacant shops reactivated with creative businesses.	Activate vacant shop fronts in Darebin.
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.	Support businesses operating in Council facilities at the Melbourne Innovation Centre in Alphington and the old Police Station at Northcote. Develop a partnership between the Darebin Arts Centre and the Global Sisters social enterprise initiative to enable access to a commercial grade kitchen to support start-up local food enterprises.
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.	Reinvigorate the Darebin Art Centre as a centre for arts and innovation with public areas (including the main foyer of the Darebin Art Centre) upgraded to meet community expectations of a functional and quality arts centre.

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

Targets from our 4-year Council Plan:	2018–2019 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 to advocate for regional economic growth and implementing regional strategies, such as the Melbourne's North Food and Beverage Growth Plan.

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:	2018–2019 actions working towards targets:
Develop and implement strategies and programs that build social cohesion.	Develop an Equity, Inclusion and Human Rights Framework with associated action plans.
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. 	In partnership with external community organisations and internal stakeholders, identify employment programs that support Darebin's underemployed, unemployed, low socio-economic, Culturally And Linguistically Different (CALD), youth, disabled and disadvantaged community members to develop skills, build capacity, gain experience and increase opportunities to gain meaningful employment. Continue to apply the equity, inclusion and wellbeing assessment tool to ensure our services, facilities and programs prioritise the needs of our most vulnerable.
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 - providing community grants and other support to community organisations - establishing a better home for our Intercultural Centre and its programs - reviewing our Community Communication Strategy and multilingual telephone service against the 2016 Census to ensure residents can access our services and information in different languages - maintaining a Darebin rate rebate for pensioners. 	Review the 2015–19 Disability Access and Inclusion Plan and develop a new plan for Council. Construct two new disabled parking spaces serving activity centres and schools, to improve safety and accessibility for users. Finalise designs for disabled parking spaces in five locations in Darebin to be constructed in subsequent financial years. Complete access and inclusion capital works improvement program for the following projects: <ul style="list-style-type: none"> - Project 1: The Bridge Internal Alterations (Stage 2 Construction) - 220 High Street, Preston - Project 2: Accessibility Alterations to Merrilands Community Centre East Building, (Stage 2 Construction) 35 Sturdee Street, Reservoir - Project 3: The Bridge Relocation of Accessible Toilet (Stage 2 of 3 Design), 220 High Street, Preston - Project 4: The Bridge Accessibility (Stage 1 Design) - Shaftesbury Parade, Thornbury. Implement the final actions from the 2017 Language Aide and Multilingual Service review. Meet our legislative and moral obligations to children, ensuring that children and young people involved in Council programs or visiting Council are safe from harm and abuse. Deliver a professional development program designed to address inequality in the music industry, targeting early-career music producers. <i>(continued over page)</i>

GOAL 5

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

Targets from our 4-year Council Plan:	2018–2019 actions working towards targets:
Continue to take direct action to support marginalised and vulnerable population groups (<i>continued</i>)	<p>Deliver the AMPLIFY mentoring program (a professional development program to address inequality in the music industry) as part of the 2018 Darebin Music Feast.</p> <p>Develop and deliver a 12-week arts development mentoring program for young people from disadvantaged backgrounds. 'LET'S TAKE OVER' Arts Producing Mentorship will culminate in a one-day arts festival at Northcote Town Hall Arts Centre.</p> <p>Deliver a feasibility report on the Intercultural Centre with a focus on the functional, space and design requirements as well as a renewal of the vision, service outcomes and potential locations.</p>
<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>Adopt and implement an Electronic Gaming Machine Policy.</p> <p>Develop a partnership with the Brotherhood of St Laurence to deliver an employment support program for asylum seekers and refugees.</p> <p>Advocate for good community outcomes and for high levels of affordable housing at State Government–owned renewal sites throughout Darebin, including Oakover Village.</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>Develop and implement a Local Diversity and Inclusion through Employment Strategy that identifies ways to minimise the barriers to diversity in the workplace and increases pathways to employment for our local community.</p> <p>Develop and deliver Aboriginal and Torres Strait Islander and Refugee Mentoring Programs across Council.</p> <p>Deliver Aboriginal, Cross Cultural, Diversity and Inclusion and Disability Awareness Training across Council that fosters a more creative, inclusive, respectful and productive workforce and workplace.</p> <p>Support the implementation of Council's Workplace Cultural Development Strategy through the facilitation of programs that build a harmonious, performance and values-based culture that meets the changing needs of our diverse workforce and community.</p>

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

Targets from our 4-year Council Plan:	2018–2019 actions working towards targets:
Build trust in government by strengthening active community networks and supporting their initiatives.	Undertake a review of Council's Community Grant Program to deliver a more effective and streamlined approach.
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.	<p>Design and implement opportunities for children and young people to participate in civic life by seeking their input into decisions that affect them, including the Northland Urban Renewal Precinct, the Reimaging Ruthven Master Plan and the Northcote Aquatic and Recreation Centre Renewal.</p> <p>Develop a comprehensive Community Engagement Framework that will shape and drive our engagement processes with the Darebin community to ensure we continually reflect the views and needs of residents, traders and visitors.</p>
Explore and implement solution-based engagement methods that suit the various stakeholders and organisations in our active community and diversify and increase community feedback.	<p>Deliver the recommended solutions identified by the Young Citizen Jury that respond to the key issues currently affecting Darebin young people.</p> <p>Undertake a comprehensive and inclusive community engagement process, including community listening posts and digital channels, for the upcoming 2019–20 budget. Research and develop a deliberative budget engagement model to be implemented in 2019–20.</p>
<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>	<p>Review the terms of reference for our Community Advisory Committees to ensure consistency and clarity of purpose.</p> <p>Provide training and targeted professional development for Councillors.</p>
Increase citizen participation in council meetings.	<p>Deliver training and online resources to help citizens make verbal and/or written submissions to government bodies and other agencies.</p> <p>Work with local schools to encourage student attendance at three daytime Council Meetings in 2019, in recognition of the value of children and young people's participation in local democratic processes.</p>
Maintain satisfaction in Council decisions at above 80%.	<p>Optimise the processes for briefing sessions to ensure Councillors have all the relevant information to inform decision making.</p> <p>Review the procedures for tracking Council resolutions to ensure they are implemented in a timely manner.</p>
Build advocacy partnerships with councils, Non-Government Organisations and others, to tackle the big issues that affect our community.	Finalise Council's Advocacy Strategy that focuses on the issues that are important to the Darebin community and supports Council's efforts in fighting for our voice to be heard at a State and Federal Government level.

GOAL 5

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	2018–2019 actions working towards targets:
<p>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.</p> <p>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.</p> <p>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.</p>	<p>Develop a new Aboriginal and Torres Strait Islander Action Plan for endorsement by the Aboriginal Advisory Committee.</p>



GOAL 6

We will be good custodians of the organisation, transparent, and upfront with the community regarding our statutory obligations.

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

Targets from our 4-year Council Plan:	2018–2019 actions working towards targets:
<p>Continue to deliver our services standard through continuous improvement benchmarked against best practice in local government service delivery.</p> <p>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.</p>	<p>Complete a review of Council's Asset Management Policy and Strategy aimed at ensuring that service delivery is provided in a financially sustainable and effective manner.</p> <p>Implement a program to drive and expand upon Council's current continuous improvement capability, focusing on productivity and efficiency gains, customer service improvement, business integration and cost savings.</p> <p>Review Council's current Project Management Framework to support the design and implementation of consistent project management principles across the organisation for all major projects.</p> <p>Develop a new Property Management Strategy to guide Council's future decision-making in relation to the management of its property assets, leases, licences and service levels.</p> <p>Develop and commence implementation of a Workforce Planning Strategy that aligns the needs and priorities of the Council with those of the workforce, ensuring that it meets legislative, regulatory and service needs of our community now and into the future.</p>
<p>Improve our research, data analysis, and community engagement capabilities to ensure we understand the changing issues facing our community.</p>	<p>Conduct an extensive five-yearly household survey to better understand the needs of the Darebin community and ensure that this is reflected in our services and delivery methods.</p>
<p>Introduce agile organisational structures that give our workforce the flexibility to respond rapidly to change.</p>	<p>Undertake a periodical assessment of the alignment of staff and resources to service delivery and community levels of service.</p>
<p>Find new ways to collaborate with others to gain outcomes for our community, including regional shared services with other councils, partnerships, and advocacy campaigns.</p>	<p>Undertake a review of Council's procurement policy, framework and processes to deliver better practice, improved compliance, enable collaboration with other councils and social procurement outcomes.</p> <p>Collaborate with surrounding northern region councils to explore shared opportunities, minimise costs and maximise value for money for our communities.</p> <p>In collaboration with the northern region councils, deliver an IT systems integration project that has the ability to integrate various technological systems that will streamline customer service, improve functionality and enable more efficient business services.</p>

GOAL 6

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

Targets from our 4-year Council Plan:	2018–2019 actions working towards targets:
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.	<p>Complete the IT Strategy and 'Digital First' plan to support Council's commitment to improved customer service, digital initiatives, business efficiency, 'Smart City' innovations and value to the community.</p> <p>Scope and design a digital solution to decrease Council's expensive and physically large storage footprint resulting from storing in excess of 15,000 archive boxes. This will encompass aspects such as physically auditing to reduce box numbers and digitising documents to provide cheaper, more secure storage with quick and effective management/recall of records, disposal and regulatory compliance.</p>
Ensure people can transact with us anywhere, anytime, on any device.	<p>Finalise and commence the implementation of the Customer Service Strategy.</p> <p>Develop and implement a new Complaints Handling Policy.</p> <p>Introduce a new digital platform to significantly improve the convenience, simplicity and effectiveness of the community's interaction with Council's services. The platform will support the 'Digital First' plan by enabling a wide range of services to be offered online as well as improve the in-person and phone-based customer experience through increased customer service capability.</p> <p>Expand the use of the Darebin City Council website through automated online forms and payment capability.</p>

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

Targets from our 4-year Council Plan:	2018–2019 actions working towards targets:
Identify and pursue alternative revenue sources to build financial sustainability.	Progress implementation of the Public Open Space Levy and Developer Contribution Scheme.
Make decisions considering people, planet, progress and profit (quadruple bottom line).	<p>Explore and implement solution-based engagement methods that suit the diverse stakeholder groups across our community.</p> <p>Negotiate a modern and flexible Enterprise Agreement that is sustainable and reflects industry and industrial standards.</p>
Develop a ten year financial strategy to ensure we can continue to deliver services, programs and assets while delivering an underlying surplus.	Review Council's ten-year financial strategy that delivers funding for ongoing service delivery to the community, the timely renewal of community assets and the assets required for ongoing service delivery and new community assets. This strategy will fully integrate with the Council Plan, Strategic Resource Plan, Capital Works Plan, Annual Budget, and other informing Council strategies.
Conduct our business transparently and as expected by legislation.	Develop a new Risk Management Policy and Framework to ensure an integrated and holistic approach to the management of risk is embedded organisation-wide.

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:	2018–2019 actions working towards targets:
Regularly update progress on this plan on our website, and keep everyone we work with well-informed through appropriate channels.	<p>Redevelop the Darebin website to provide the community with greater access to the information they need about their local community and services. There will be significant community consultation built into the project to ensure the views of Darebin residents, traders and visitors are incorporated into the new design.</p> <p>Develop an interactive map for the community to view Council services and where they are located.</p>

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