

# Access, Equity and Diversity Strategy 2014-2017: Action Plan (July 2014 – June 2016)

## Goal 1: Empowerment, Access, Inclusion and Participation

	Objective	Actions	Completed by:	Resources	Responsibility	Performance Measure	Age	Culture, religion, race & linguistic diversity	Sexual Identity	Disability	Gender Equity
1.1	Seek to identify and reduce barriers experienced by people because of their identity or background	1. Plan and commence implementation of a new initiative encouraging social inclusion in Bulleen as part of the 'Live Well in Bulleen' community strengthening project.	2014/15	Funding may be required	SACS	Project Plan developed and implementation commenced.	◆	◆	◆	◆	◆
1.2	Enhance participation by people with diverse identities and backgrounds in Council and community services, programs, activities and events.	2. Research best practice approaches to avoiding discrimination in how Council addresses correspondence and designs Council forms with regard to gender and title specification.	2014/15	Existing	<b>SACS</b> C&M	Research completed and if appropriate: <ul style="list-style-type: none"> <li>Updated advice provided to all staff on correspondence protocols</li> </ul>	◆		◆		
		3. Develop a consistent Council-wide approach to addressing correspondence and designing Council forms as appropriate.	2015/16		C&M	<ul style="list-style-type: none"> <li>All Council forms reviewed and updated</li> </ul>					
1.3	Strengthen opportunities for participation in civic life and decision making	4. Create more inclusive services for people with GLBTI backgrounds through delivery of the capacity building program 'Living GLBTI'.	2014/15	Existing	SACS	Delivery of program to 10 organisations across Manningham			◆		
		5. Investigate developing a program 'Voice of People with a Disability', a photo-voice program which would empower and analyse the needs, barriers and what is	2014/15	Existing	SACS	Project scoped in partnership with key stakeholders				◆	

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		important for people living with a disability in Manningham.									
		6. Conduct research into disability services and disability housing options that are located within and in proximity to Manningham, to support advocacy for an increase in the provision of such services locally.	2014/15	Existing	SACS	Data mapped and available to be used to support advocacy around the provision of disability services and disability housing options in Manningham	◆			◆	
		7. Seek Council endorsement to declare Manningham a Refugee (and new migrant) Welcome Zone. Prepare an associated Action Plan to support this initiative and seek any funding required through the budgetary new initiative process.	2014/15	Funding may be required	SACS	Council endorsement of the RWZ declaration and its associated Action Plan.		◆			
		8. Sign up to the State Government “Racism, it stops with me” campaign and promote it across Council.	2014/15	Existing	SACS C&M	Council endorsement  Staff briefings		◆			
		9. Update Council’s “Have Your Say” / “What Matters Manningham” web page with key overview information provided in Manningham’s top five community languages.	2014/15	Existing	ECD C&M	Information translated and uploaded		◆			

	Objective	Actions	Completed by:	Resources	Responsibility	Performance Measure	Age	Culture, religion, race & linguistic diversity	Sexual Identity	Disability	Gender Equity
		10. Continue to work in partnership with Volunteering in Manningham (ViM) to support volunteering within the Manningham community.	Ongoing	Existing	<b>SACS</b> C&M	VIM adherence to Service Agreement specifications  Provide links to volunteering websites via the Council website	◆	◆		◆	
1.4	Continue to increase community awareness of the full range of Council services and facilities available	11. Continue to update and enhance information provided on the Council website.	Ongoing	Existing	<b>C&amp;M</b> All Units	Information updated as required	◆	◆	◆	◆	◆
		12. Maintain Council's Community Directory and facilitate community information being uploaded onto it.	Ongoing	Existing	<b>C&amp;M</b> All Units	Information within the directory is up to date.  Five per cent annual increase in traffic to the site.	◆	◆	◆	◆	◆
1.5	Continue to improve access for all to Manningham's built environment, transport, facilities, events and services	13. Improve access to Aquarena via the construction of a bridge to the complex from the car park, lifts and the construction of a new warm water therapy pool with in-built spa and ramp.	2015/16	Existing	SP	Construction works completed	◆			◆	
		14. Engage with the Whitehorse-Manningham Library to investigate options to review the Doncaster Library opening hours	2015/16	Existing	SACS	Discussions held and options considered	◆				
		15. Investigate options to improve access for people to comfortably engage with customer service, planning and cashier	2014/15	Existing	<b>C.S.</b> SACS SP	Action Plan developed to guide any recommended	◆	◆		◆	

	Objective	Actions	Completed by:	Resources	Responsibility	Performance Measure	Age	Culture, religion, race & linguistic diversity	Sexual Identity	Disability	Gender Equity
		staff at Council's Customer Service Centre and develop a Plan to address issues identified.			Finance	changes.					
		16. Investigate options to improve access for people in a wheelchair to use the Function Centre stage and commit to a suitable DDA compliant solution.	2014/15	Required	<b>C.S. SACS ACP</b>	Investigation undertaken and present report to EMT for consideration.  Consideration in the mid-year budget review process as appropriate.	◆			◆	
		17. Improve the pedestrian environment (for pedestrians and mobility scooter users) to ensure accessible crossings are well located, user friendly, are DDA compliant and are safe and convenient locations.	Ongoing	Required	<b>EO ETS EEP</b>	Completion of a prioritized list of safe road crossing points on Council roads and identify the highest priority projects associated with arterial roads.	◆			◆	◆
		18. Develop a Transport Behavior Change Plan in consultation with the Doncaster Hill community to identify future actions to encourage and enable greater uptake of sustainable transport modes.	2014/15	Existing	<b>ETS</b>	Transport Behavior Change Plan developed	◆	◆	◆	◆	◆
		19. Support a 5 per cent target for affordable housing in the urban areas of the municipality.	Ongoing	Existing	<b>EEP</b>	Calculate the percentage of affordable housing included within new urban housing developments	◆	◆		◆	◆

	Objective	Actions	Completed by:	Resources	Responsibility	Performance Measure	Age	Culture, religion, race & linguistic diversity	Sexual Identity	Disability	Gender Equity
1.6	Support initiatives that create or strengthen pathways that create better outcomes for vulnerable people	20. Establish a Student Wellbeing Network in conjunction with Boroondara Council to provide training, resources and support to student wellbeing staff across government, private and independent schools.	2014/15	Existing	SACS	Minimum of two network meetings held per annum	◆	◆	◆	◆	◆
		21. Engage with young people (students) through the Manningham - Boroondara School Focused Youth Services Program to support at risk young people who require prevention or early intervention strategies to assist their learning, development, health and wellbeing.  Programs to be delivered in 2014/15 shall include: Martial arts therapy, Body image therapy, Hip hop program, Good Life Farm program, Childhood Trauma program, Suicide Assist training, School refusal training and Working with families' therapeutic work; and an Expo will be held in March 2015.	2014/15	Existing	SACS	Quarterly data report submitted to DEECD outlining the programs delivered and number of participants.  Programs delivered.	◆	◆	◆	◆	◆
		22. Continue to work in partnership with Manningham's Neighbourhood Houses to provide skills development / educational programs for community members, including young people, new arrivals, people with a disability, job seekers, seniors etc.	Ongoing	Existing	SACS	Neighbourhood House adherence to Funding and Service Agreement specifications.	◆	◆		◆	

	Objective	Actions	Completed by:	Resources	Responsibility	Performance Measure	Age	Culture, religion, race & linguistic diversity	Sexual Identity	Disability	Gender Equity
1.7	Support the varying needs of people at different life stages (age) and with different abilities	23. Review Manningham's Healthy Lifestyle Week program to pilot a new initiative that supports greater access to health and wellbeing activities for people from all backgrounds and abilities.	2014/15	Existing	SACS	Review undertaken and Pilot commenced.	◆	◆	◆	◆	◆
		24. Facilitate older people to participate and engage in all aspects of community life including social, recreational, educational, spiritual, employment and decision making opportunities, accommodating the diversity of backgrounds from which they may come.	Ongoing	Existing	ADSS	Implementation of the <i>Ageing Well Strategy</i>	◆	◆	◆	◆	◆
		25. Continue to work in partnership with the Manningham YMCA to provide a specified range of age-appropriate youth services, including: information, support and referral; school programs; non-school programs; youth counseling; participation and leadership initiatives; co-ordination and partnership initiatives; strategic development initiatives; an early intervention program; and to investigate youth health related initiatives.	Ongoing	Existing	SACS (MYMCA)	YMCA adherence to Funding and Service Agreement specifications	◆	◆	◆	◆	◆
1.8	Encourage local community organisations and businesses to be accessible and inclusive.	26. Finalise and distribute an "Employment Tip Sheet" which supports employers in employing people with a disability	2014/15	Existing	SACS EEP	Distribution of Tip Sheet to employers.				◆	

## Pillar 2: Promotion and Celebration of Respect, Diversity and Harmony

	Objectives	Actions	Completed by:	Resources	Responsibility	Performance Measure / Evaluation	Age	Culture, religion, race, linguistic diversity	Sexual Identity	Disability	Gender Equity
2.1	Support activities that strengthen, acknowledge and promote the diversity of Manningham's community	1. Support and promote celebrations such as Manningham YMCA National Youth Week initiatives, Cultural Diversity Week, c, International Day of People with a Disability, Mental Health Week initiatives, Refugee Week, Children's Week, White Ribbon Day etc	Annual	Funding may be required	<b>SACS</b> ACP	Minimum of 3 celebrations held	◆	◆		◆	◆
2.2	Acknowledge and celebrate the valuable contributions that people with diverse identities and backgrounds bring to the community	2. Investigate opportunities to celebrate Manningham's GLBTI community and plan an event for 2016	2014/15	Existing	<b>SACS</b> ACP	Event project brief developed			◆		
2.3	Continue to develop connections between diverse communities within Manningham	3. Consider Council signing up to become a friend of Australians for Peace.	2014/15	Existing	<b>SACS</b> ACP	Report to Council	◆	◆	◆	◆	◆
		4. Investigate opportunities to observe the UN International Day of Peace (21 September) and commemorate and strengthen ideals of peace and promote respect for all human rights.	2015/16	Required							
		5. Provide opportunities for Wurundjeri people to reconnect with and preserve cultural heritage sites in Manningham and develop an associated program for public education.	2014/15	Existing	<b>ACP</b>	Launch of the Pound Bend Interpretive Signage Trail and development of associated school excursion program	◆	◆			

	Objectives	Actions	Completed by:	Resources	Responsibility	Performance Measure / Evaluation	Age	Culture, religion, race, linguistic diversity	Sexual Identity	Disability	Gender Equity
		<p>6. Enhance Council officer's awareness of the rich diversity of Manningham and of the associated events that occur throughout the year (e.g. Chinese New Year, Moon Cake Autumn Festival, Ramadan, Lent, Iranian New Year etc) through mediums that could include lunchtime information sessions, M-Focus, email/calendar reminders of significant events etc.</p>	2015 and ongoing	Existing	<b>SACS</b>	Information provided to staff about a minimum of three cultural/religious events per annum		◆			

### Pillar 3: Leadership, Partnerships, Communication and Accountability

	Objectives	Actions	Completed by	Resources	Responsibility	Performance Measure / Evaluation	Age	Culture, religion, race & linguistic diversity	Sexual Identity	Disability	Gender Equity
3.1	Embed access and inclusion measures and values as a priority across Council	1. Incorporate various aspects of diversity and inclusion into the annual corporate learning calendar.	2015/16	Required	HR SACS	Training conducted and number of participants	◆	◆	◆	◆	◆
3.2	Increase awareness of the human and legal rights of people with different abilities and backgrounds across Council	2. Support gender equity in the workplace by undertaking research and developing a program addressing required gaps.	2015/16	Existing	SACS HR	Research undertaken and program conducted					◆
		3. Conduct disability awareness training for relevant Council officers	2015/16	Existing	SACS	Training conducted and number of participants				◆	
3.3	Advocate to State and Federal Government on measures that will increase social, civic and economic participation and reduce local disadvantage	4. Advocate for: - amendments to Electronic Gaming Machine regulatory reform - the Doncaster Rail link and other improvements to local public transport - health and aged care reform - disability services - increased funding to the not for profit sector to facilitate affordable housing for low to moderate income households. - planning mechanisms that facilitate innovative accommodation models	Ongoing	Existing	SACS ADSS EEP	Summary of advocacy undertaken and any results	◆	◆		◆	

	Objectives	Actions	Completed by	Resources	Responsibility	Performance Measure / Evaluation	Age	Culture, religion, race & linguistic diversity	Sexual Identity	Disability	Gender Equity
		-initiatives that promote sustainable urbanization and resilient cities in response to climate change, peak oil and food security issues.									
3.4	Actively involve Manningham's diverse communities when considering how Council services and facilities are to be prioritised, designed and delivered	5. Convene a CALD communications and engagement working group to investigate options to enhance Council engagement with diverse groups and to assist in the development of a CALD communications tool kit for Council staff.	2014/15	Existing	C&M ECD SACS C.S.	Working Group Convened		◆			
3.5	Ensure that infrastructure, service provision and facilities planning takes account of demographic change	6. Conduct a review of Manningham libraries to assess whether their location, standard and services offered meets the current and predicted needs of the existing and changing demographics of the community and develop a medium to long term plan to guide any infrastructure changes required.	2014/15	Existing	SACS	Review completed and presented to Council	◆	◆	◆	◆	◆
3.6	Provide Council officers with the information, tools and systems to communicate services, projects and issues with diverse communities in a more targeted manner	7. Develop and promote a range of best-practice CALD communications resources / tip sheets for staff including: <ul style="list-style-type: none"> <li>• Clear guidance on preferred CALD communications methods specifically related to each of the top 10 CALD community groups in Manningham</li> <li>• CALD communications general staff tip sheet</li> </ul>	2015/16	Existing	C&M SACS ECD	Set of tip-sheets developed, promoted to all staff via M-Focus and Information Sessions and uploaded onto Council's intranet	◆	◆	◆	◆	

	Objectives	Actions	Completed by	Resources	Responsibility	Performance Measure / Evaluation	Age	Culture, religion, race & linguistic diversity	Sexual Identity	Disability	Gender Equity
		<ul style="list-style-type: none"> <li>• Writing for translation tip sheet</li> <li>• Using and briefing interpreters tip sheet</li> <li>• How to simplify written promotion and/or correspondence (writing in plain / simple English)</li> </ul>									
		8. Incorporate CALD best practice communications information and associated tip-sheets within employee induction, ongoing corporate customer service training and Equal opportunity training.	2015/16	Existing	<b>C&amp;M</b>	Information included as a standard component of this training.	◆	◆	◆	◆	
		9. Encourage and support additional bilingual staff members (with relevant local CALD community language skills) to become accredited interpreters/translators.	Ongoing	Existing	<b>HR C&amp;M</b>	Minimum of one additional staff member accredited as an interpreter in 2014/15	◆	◆	◆	◆	
		10. Conduct targeted 'Working with CALD communities' and 'Working with an Interpreter' training with units that interact with CALD communities regularly e.g. Health and Local Laws and Maternal and Child Health. (Use Council's bilingual language accredited staff to assist with this training).	2015/16	Existing	<b>C&amp;M HR</b>	Two training sessions held	◆	◆	◆	◆	
		11. Conduct an annual presentation/feedback/evaluation session of CALD communications with relevant Council committees such as the	Annual	Existing	<b>C&amp;M</b>	Attendance and presentation at a minimum of	◆	◆	◆	◆	◆

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		Access and Equity Advisory Committee and the Seniors Reference Group.				one of each of these committees per annum					
3.7	Ensure that Council information is accessible to everyone and create awareness of its availability	12. Investigate alternative options for a direct access interpreter language phone link service	2014/15	Existing	C&M Customer Service	New service provider engaged and service live	◆	◆			
		13. Include a range of CALD media in regular media distribution and ensure that media outlets that service Manningham's key cultural groups are all represented in this distribution	Ongoing	Existing	C&M	The number of media releases distributed to CALD media		◆			
		14. Develop short podcasts in community languages to place on the Council website explaining key Council services (such as responsible pet ownership, immunisations, planning permits, building permits, what rates are used for).	2015/16	Existing	C&M	Podcasts developed and uploaded		◆			
		15. Review the process by which Council determines what to have translated each budget cycle and ensure that all Council units are regularly and actively invited to make submissions to C&M to have key information translated.	2015/16	Existing	C&M	Translation Policy developed		◆			

	Objectives	Actions	Completed by	Resources	Responsibility	Performance Measure / Evaluation	Age	Culture, religion, race & linguistic diversity	Sexual Identity	Disability	Gender Equity
		16. Produce a range of translated brochures/fact sheets to promote Council's main services and events. Make these resources easily available via Council's website and promote their existence to staff and targeted communities.	Ongoing	Existing	C&M	A minimum of three new translated brochures per annum		◆			
		17. Develop posters, flyers and pull up banners promoting Council services at a glance for use at community events, Council's customer service areas, libraries, neighborhood houses, CALD community groups and organisations, translated into Chinese in the first instance.	2015/16	Existing	C&M	Suite of promotional material developed		◆			
		18. Conduct community information sessions for different CALD community groups and organisations as required on key Council services, using an interpreter.	Ongoing	May require additional funding	C&M	Sessions conducted		◆			
3.8	Continue to enhance connection and integration between Council services	19. Investigate and, if appropriate, implement an integrated planning and reporting approach across SACS policies and frameworks.	2014/15	Existing	SACS	Integration of social policies	◆	◆	◆	◆	◆
3.9	Continue to strengthen collaborative and organisational partnerships across services and programs	20. Continue to facilitate Council-community networks and committees	Ongoing	Existing	SACS	Minimum of two meetings per annum of each network/ committee  Minimum of two partnership	◆	◆	◆	◆	◆

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						initiatives developed per annum					
		21. Implement the revised Community Grants program	2014/15	Existing	SACS	Number and range of successful applicants	◆	◆	◆	◆	◆
3.10	Support community stakeholders to engage with and support at risk and vulnerable community members	22. Conduct a 2014 White Ribbon event with the theme of "Faith, Cultures and Community". Engage faith and cultural groups to help stop violence against women.	2014/15	Existing	SACS ACP	Number and representation of participants		◆		◆	◆
3.11	As an employer, lead by example through inclusive and flexible recruitment and employment practices	23. Review Council's recruitment practices to support positive discrimination practices, ensuring that our workforce reflects our diverse community.	2015/16	Existing	HR	Recruitment Policy reviewed	◆	◆	◆	◆	◆
		24. Map out current practices that support gender equity across Council	2015/16	Existing	SACS	Mapping exercise completed and gaps identified					◆
3.12	Monitor and evaluate Council's strategic plans to measure progress being made in achieving equitable access to local services; and in respecting the inherent	25. Conduct a review of the 2014 – 2016 Action Plan, report to Council on progress to date and update with appropriate new initiatives.	2015/16	Existing	SACS	Report to SBS	◆	◆	◆	◆	◆

	Objectives	Actions	Completed by	Resources	Responsibility	Performance Measure / Evaluation	Age	Culture, religion, race & linguistic diversity	Sexual Identity	Disability	Gender Equity
	right of all people to be treated with respect, equality and dignity										

### Council Unit Acronyms

- ACP Arts and Cultural Programs
- ADSS Aged and Disability Services
- C&M Communications and Marketing
- C.S Customer Service
- ECD Engagement and Corporate Development
- EEP Environment and Economic Planning
- ETS Engineering and Technical Services
- EO Engineering Operations
- HR Human Resources
- SACS Social and Community Services
- SBS Strategic Briefing Session