**Cover Page**

**Monash Health & Wellbeing Plan 2021-2025**

***Mayor’s Message***

It is with great pleasure that I introduce the *Monash Health & Wellbeing Plan 2021 – 2025.* This plan represents our combined efforts to support the Monash community to lead healthy, happy and fulfilled lives. It recognises that good health is far broader than merely being free from illness: that it is a state of physical, mental and social wellbeing. Without good health, it is difficult to live lives to the fullest.

As your local Council, we want to create supportive environments that make it easy for our community to participate in healthy lifestyles and engage fully in local community life.

At the time of this plan’s development, we have experienced a time like no other with devastating bushfires and the COVID-19 pandemic. Councils have a key role in supporting their community to recover from the resulting broad ranging social and economic impacts, while continuing to respond to the major causes of ill health. This plan will play a major role in ensuring our Monash community continues to be healthy, sustainable, resilient, innovative and adaptive.

This plan brings together all the areas within Council that help us define what creates a healthy city. It sets out the strategic health and wellbeing priorities to maximise the health, happiness and wellbeing of the Monash community.

It identifies different sectors of our community and their specific priorities including those with disabilities and their carers, our diverse multicultural community, sustainability and climate change, community safety, gender equity, prevention of violence against women and children, LGBTIQA+, Age-friendly, sport and recreation, Aboriginal and Torres Strait Islander people, libraries, neighbourhood houses, arts and culture, children, young people and families, place-making and community grants, those experiencing homelessness and those socially isolated and at-risk of loneliness.

We have set our sights high for what we want to achieve and we couldn’t do it without the wonderful support of local community partners.

Thank you also to the generosity of everyone who contributed their thoughts and ideas to the development of this plan. I am confident that together we will continue to build a healthy, strong and supportive community for all.

Councillor Brian Little

MAYOR

***Acknowledgement of Country***

Monash City Council acknowledges the Traditional Owners of the land now known as Monash and pays respect to their Elders past, present and emerging.

***Legislative Context***

Council’s Legislated and Evidence-Based Role in Health & Wellbeing

Monash Council is committed to supporting its community to lead healthy, happy and thriving lives. As the closest government to our community, we know that we have an essential role in promoting the health and wellbeing of our residents.

The Monash Health & Wellbeing Plan 2021 – 2025 is one of Council’s most important and influential strategic plans. This plan is dedicated to maximising the health and wellbeing of people who live, work, study and play in Monash.

The Monash Health & Wellbeing Plan 2021 – 2025 [the Plan] is state-legislated and directly aligns to the Victorian State Government’s [*Victorian Public Health & Wellbeing Plan 2019 – 2023*](file:///C%3A%5CUsers%5Cemilyh%5CDownloads%5CVictorian%20public%20health%20and%20wellbeing%20plan%202019-2023%20%2810%29.pdf)*.*

Every four years, in accordance with the Public Health & Wellbeing Act 2008, Council develops a Municipal public health and wellbeing plan [MPHWP] to guide the health and wellbeing priorities of the community. The health and wellbeing priorities are to be evidence-based and evaluated.

In this new four year cycle, the Monash Health & Wellbeing Plan 2021 – 2025 is required to have regard to the Public Health & Wellbeing Act 2008, Local Government Act 2020, Gender Equality Act 2020, Victorian Public Health and Wellbeing Plan 2019 – 2023 and Climate Change Act 2017.

The Monash Health and Wellbeing Plan 2021-25 also incorporates Council’s Disability Action Plan in adherence with the Victorian Disability Act 2006.

***Consultation Process***

During the development of this plan, Council undertook extensive consultation with the Monash community and our partners.

Council facilitated deliberative engagement with a broad cross-section of professional bodies, partner agencies, community leadership groups, Council advisory committees, priority cohorts across all ages and stages, all Council departments and the broad Monash population.

Council undertook a Municipal wide survey that was open for a period of 12 weeks and received 375 completed surveys. The survey focused on establishing key public health priorities for Monash and understanding what was important to our community in relation to their health and wellbeing. Extensive focus groups, targeted advisory committee consultations and one-on-one consultations resulted in approximately 240 stakeholders being consulted in the development of this plan.

To support the municipal-wide survey and extensive focus group consultations conducted for the plan, an in-depth analysis of population health and census datasets specific to the Monash community was undertaken. This data collection process provides evidence as to what the key population health statistics and priorities are for the Monash community. It also sets the benchmark for where Monash sits at the beginning of this plan cycle and where we aspire to be by 2025.

In the development of the plan, the health plan team met every three weeks with Council’s Corporate Performance team to ensure the new Municipal public health and wellbeing plan and Council plan align and share priorities where appropriate.

The health and wellbeing priorities outlined in the plan’s Framework are the direct result of this consultation, data collection and research process.

We have listened to what the community has told us and have developed a plan which is evidenced-based, aspirational, timely, inclusive and representative of the Monash community. We look forward to the partnership journey ahead with the Monash community and our key partners in implementing the plan.

In alignment with the Gender Equality Act 2020, a Gender Impact Assessment was applied all through the plan’s consultation and development approach.

A community consultation summary report will be provided to the October 2021 Council. Council will also release a new edition of the *‘Our Community Snapshot’* document in each year of the plan, which provides detailed statistics and evidence in regards to the health and wellbeing priorities outlined in the Plan.

An ongoing process of consultation and engagement with Council’s community partners and residents will be enacted during the life of the plan. A *Monash Health & Wellbeing Plan 2021 – 2025*  working group will govern the plan.

***Principles guiding the development of the Monash Health and Wellbeing Plan 2021-2025***

The following principles will be used to guide Council’s approach and implementation of the Monash Health & Wellbeing Plan 2021 – 2025.

* **Health Promotion:** We apply a health promotion lens to all health and wellbeing priorities and are guided by population health data and evidence-based approaches to increase the community’s control over their own health. We commit to maximising our community’s health and quality of life by addressing and preventing the root causes of poor health and developing programs, policies and services in response.
* **Gender Impact Assessment:** We adopt the Gender Equality Act 2020 through our plan and understand that gender can affect the needs and experiences of people of different genders differently, and that sometimes programs and services may reinforce inequalities. We will conduct gender impact assessments to ensure Council’s policies, programs and services are designed to benefit all in the Monash community.
* **Climate change:** We will support a resilient and safe community that is adapting to the public health impacts of climate change
* **Intersectionality:** We recognise that people’s lives are multi-dimensional and complex and therefore our response to health and wellbeing priorities cannot be developed through a singular lens.
* **Health Equity:** The Monash Health & Wellbeing Plan 2021 – 2025 commits to providing services, programs, policies and supports for everyone, but especially for those in our community who are most vulnerable. We recognise that not all people have the same opportunities for good health and the following determinants can influence health equity and outcomes in positive and negative ways:
* Income and social protection
* Education
* Unemployment and job insecurity
* Gender
* Sexual identity
* Cultural identity
* Food insecurity
* Housing, basic amenities and the environment
* Early childhood development
* Social inclusion and non-discrimination
* Access to affordable health services

Research shows that the social determinants can be more important than health care or lifestyle choices in influencing health.

* **Access & Inclusion:** We will remove or reduce barriers to participation by ensuring that information, services and facilities are accessible to people of all abilities and circumstances.
* **Resilience:**  We will prepare for and adapt to changes and we will learn from our experiences, in order to manage other challenges into the future
* **Innovation:** We are courageous in our approach to solutions and are willing to try new things.

***Staying on Track - Components of the Health Plan and How We will Measure and Evaluate our Progress***

The *Monash Health & Wellbeing Plan 2021 – 2025*  has three key documents.

1. **Framework, Monash Health & Wellbeing Plan 2021 – 2025** which outlines the 27 health and wellbeing priorities that Council will focus on and seek outcomes against over the next four years.
2. **Four Year Strategic Action Plan, Monash Health & Wellbeing Plan 2021 – 2025**  which identifies our health and wellbeing priorities for the next four years and high-level priority actions we will enact to achieve our stated four year outcomes. The high-level plan identifies the outcomes Council commits to against each priority for the next four years and indicators to measure the progress, learnings and success of our actions.

An **Action Plan** which sits under the Four Year Strategic Action Plan will be released every two years and will outline the initiatives that will be implemented, monitored and evaluated to achieve our four-year strategic plan.

1. **Our Community: A Snapshot** which highlights key community evidence integral to shaping our priorities and measuring our success which will be updated and released every year of the plan.

Viewed together, the three documents provide the framework, evidence-base and actions for addressing issues which impact the health and wellbeing of the Monash community.

We will ensure our approach remains live and adaptive to changes in community by taking the following steps. We will:

* annually review and if necessary, amend our Four Year Strategic Action Plan to ensure its currency and responsiveness to the Monash community;
* update our evidence as new information comes to hand;
* update community information as new issues emerge;
* review and expand our approach on the basis of important new information;
* work in close association and progress reports to Council staff, community partner agencies and all advisory committees that contribute to the plan;
* review our achievements against the evidence;
* release an Action Plan every two years;
* provide an evaluation report to Council every two years; and
* develop a detailed four-year evaluation at the conclusion of this plan in 2025.

**Framework Monash Health and Wellbeing Plan 2021 - 2025**

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| **PILLAR 1 - ACTIVE & HEALTHY*****A city dedicated to optimal health and wellbeing for its community*** | ***PILLAR 2 - ENGAGED, CONFIDENT & CONNECTED******A city which actively listens, engages and values community voice in shaping its own future*** | ***PILLAR 3 - SAFE & RESPECTFUL******A city where every member of the community is valued and respected*** |
| ***Healthy Lifestyle*** 1. Active Living
2. Healthy Eating and Preventing Obesity
3. Prevention from harm; Gambling, Alcohol & Tobacco
 | ***Connected:***1. Active Community engagement
2. Creative Expression & Community Events
3. Lifelong learning
4. Strengthening Neighbourhoods and Communities
 | ***Advocacy;***18. Advocacy and policy |
| ***Healthy Minds;***1. Loneliness
2. Mental Health
3. Strong Connected Families & Resilient Young People
4. Age-Friendly
 | ***Supported;***1. Accessible and Affordable
2. Homelessness & Social Housing
3. Assertive Outreach
 | ***Inclusive for all;***1. Addressing All Forms of Discrimination
2. Equitable Communications
3. Fair For All Abilities
4. Gender Equity
5. LGBTIQA+
6. Celebrating Diverse Communities
7. Aboriginal & Torres Strait Islander Reconciliation
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| ***Healthy Environments;***1. Built Spaces
2. Open Spaces and Green Spaces
3. Climate Change and Health
 |  | *Safe communities;*1. Preventing violence against women and children
2. Community safety
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***Key priority What is the outcome What are the indicators What will we do***

**OUR EVERYDAY BUSINESS THAT CONTRIBUTES TO HEALTH AND WELLBEING**

**Four Year Strategic Action Plan, Monash Health & Wellbeing Plan 2021 –2025**

**PILLAR ONE: ACTIVE AND HEALTHY**

***A city dedicated to optimal health and wellbeing for its community***

***HEALTHY LIFESTYLES***

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| ***1. PRIORITY: ACTIVE LIVING*** |
| **Outcomes we want to achieve in 4 years*** Monash community to be more physically active and less sedentary
* Increased participation in sport, active and passive recreation activities
* Increased opportunities for active transport

**Indicators to measure our 4-year progress*** Increase in physical activity in Council activities, programs, facilities and infrastructure
* Victoria Population Health Survey datasets (Monash specific) – *Health Conditions and Wellbeing,* *Health Behaviours, Inner Eastern Region self-reported health data*
* Bicycle Network’s annual *Super Tuesday* bicycle count to track commuter bike usage in Monash
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Provide physical activity programs, facilities and infrastructure that enable the community to be more physically active across all life stages:
* Reaching out to targeted cohorts with low levels of physical activity
* Activate open, urban and neighbourhood spaces to enhance community connectedness, increase incidental exercise, promote free activities in the park and encourage physical activity in all forms
* Improve walkability through the quality of footpaths, improved street lighting, increased access to public toilets, seating and increased time for crossing at lights to encourage physical activity

 * Promote and provide opportunities for active transport via walking and cycling pathways to connect people locally to their neighbourhood and green spaces
 | Lead: Active MonashPartners: CYFS, City Design, Social Inclusion, Cultural Development & Events, Community Strengthening, CommunicationsLead: Active Monash, Engineering, Horticulture, CommunicationsPartners: Sustainability, City Design |
| ***2. PRIORITY: HEALTHY EATING AND PREVENTING OBESITY*** |
| **Outcomes we want to achieve in 4 years*** Increased fruit and vegetable intake in the Monash community in all life stages
* Influence overweight and obesity rates in Monash through targeted education, highlighting the importance of healthy eating across all life stages

**Indicators to measure our 4-year progress*** Council Maternal and Child Health Data, specifically breastfeeding rates (CDIS)
* Victoria Population Health Survey datasets (Monash specific) – *Health Conditions and Wellbeing,* *Health Behaviours, Inner Eastern Region self-reported health data, Fruit and Vegetable Intake Measure*
* Providing education and information on Victorian Government’s Healthy Choices traffic light system to all Council services and settings that provide catering and food services
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Actively seek local partnerships and grants that promote healthy eating and nutrition and support regional and state-wide initiatives
* Educate, promote, encourage and provide healthy eating and nutrition across all Council programs, services and events, through all stages of life
* Promote and influence early years nutritional outcomes
* Promote access to healthy, local, sustainable and affordable food
* Council-specific settings and services providing catering, actively promote the use of the Victorian Government’s *Healthy Choices* traffic light system guidelines
 | Lead: Community Strengthening, Active MonashPartners: Link Health, Inner East Primary Care PartnershipsLead: Community Strengthening, Active Monash, CYFS, Council Operations, CommunicationsPartner: State Government, MAVLead: CYFSLead: SustainabilityPartner: Horticulture, Community StrengtheningLead: Active Monash, MGA, Council OperationsPartners: Community Strengthening, Communications |
| ***3. PRIORITY: PREVENTION FROM HARM: GAMBLING, ALCOHOL AND TOBACCO*** |
| **Outcomes we want to achieve in 4 years***Gambling harm** Sustained advocacy against the predatory gambling environments and advertising and action in the prevention of harm from gambling
* Increased awareness within the Monash community about gambling harm and support services available

*Alcohol harm** A defined Council public health position on alcohol
* Influence alcohol culture change
* Improved community safety

*Tobacco harm** Decrease the number of environments in which to smoke

**Indicators to measure our 4-year progress***Gambling harm** Implementation of *Alliance for Gambling Reform* campaigns at a localised level
* Participation in Council-run events that are designed to provide alternative recreational activities to gambling

*Alcohol harm** Victorian Population Health Survey Dataset: *Health Behaviours, Inner Eastern Region Self-reported Health Data*
* Monash Sporting Clubs Framework implementation and evaluation

*Tobacco harm** Victorian Population Health Survey Dataset: *Inner Eastern Region Self-reported Health Data, Health Behaviours*
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Implement the priorities of the C*ity of Monash Public Health Approach to Gambling Policy Statement*
* Monitor and respond to the emerging needs within the community regarding addiction with gambling, social media, technology and related platforms
* Promote and educate social responsibility in community settings such as sports clubs in relation to their influential role in preventing harm from gambling, alcohol and tobacco
* Implement the policy priorities of the *City of Monash Prevention of Alcohol Harm Policy Statement*

* Promote and advocate to minimise harm from smoking and second-hand smoke in Monash with the application of the new Local Law ‘Smoke Free Areas’ and health promotion advocacy
* Collaborate with community organisations and established networks focusing on the prevention of alcohol harm and positive culture change
* Increase the capacity and accountability of community groups and sporting clubs to provide a healthy, safe and inclusive environment free-from-harm for all participants.
 | Lead: Community StrengtheningPartner: Active Monash, PropertyLead: Community Strengthening, CYFS, CommunicationsLead: Active Monash, Community Strengthening, CommunicationsLead: Community Strengthening, Active MonashLead: Community AmenityPartners: Community Strengthening, CYFS, CommunicationsLead: Community StrengtheningLead: Active Monash. Community Strengthening |

***HEALTHY MINDS***

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| ***4. PRIORITY: LONELINESS*** |
| **Outcomes we want to achieve in 4 years*** Influence a reduction of loneliness and social isolation in Monash
* Recognising the importance of social health and facilitating connections and community engagement as a way of reducing loneliness

**Indicators to measure our 4-year progress*** Annual Community Satisfaction Survey
* Monash Youth Survey
* Municipal public health and wellbeing survey
* All relevant Council surveys targeted to specific cohorts
* Monash programs, social policies and strategic planning and evaluation
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Implement the priorities of the *Monash Loneliness Framework 2020 – 2025*
* Linking in with established partnerships and networks to ensure that the Monash community has awareness of and access to critical support services when required.
 | Lead: Community Strengthening, CYFS, Active Monash, Communications, People & Culture, Libraries, Social Inclusion, Cultural Development & EventsPartners: Relevant community agencies and community groupsLead: Community StrengtheningPartner: Local Support Network member organisations/services |
| ***5. PRIORITY: MENTAL HEALTH*** |
| **Outcomes we want to achieve in 4 years*** An increase in programs that target positive mental health, wellbeing and resilience

**Indicators to measure our 4-year progress*** Victoria Population Health Survey: *Mental Health and Wellbeing*
* Monash Youth Survey
* Municipal public health and wellbeing survey
* Community participation in programs that target positive mental health, wellbeing and resilience
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| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Support the positive mental health of our community through education, navigating referral pathways and the promotion of available resources and targeted campaigns
* Provide a series of internally-focused programs that focus on the health and wellbeing of all Monash employees
 | Lead: Community Strengthening, CYFS, CommunicationsLead: People & Culture |
| ***6. PRIORITY: STRONG CONNECTED FAMILIES AND RESILIENT YOUNG PEOPLE*** |
| **Outcomes we want to achieve in 4 years*** Council will increase the capacity of parents and carers to be confident in their role as the primary influence in a child and young person’s life
* Young people in Monash will be provided with opportunities to be engaged and connected

**Indicators to measure our 4-year progress*** Council-specific data collection for program and service targeted to parents, carers and young people
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| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Foster partnerships with community organisations to provide programs and services that build the capacity of parents and carers
* Promote a strong literate community that supports parents and carers with accessible literacy programs
* Monitor and respond to key indicators of social, emotional and mental wellbeing of children and young people through the provision of strength-based, person-centred programs, activities and services
* Facilitate opportunities for intergenerational interaction through Council services and programs
* Facilitate opportunities for children and young people to connect to their natural environment
 | Lead: CYFSPartners: Integrated family services network, Community groups and organisationsLead: LibrariesPartners: CYFSLead: CYFSPartners: Integrated family services network, community groups and organisationsLead: CYFSLead: Social Inclusion, CYFS, Active MonashLead: CYFS, Horticulture, Sustainability  |
| ***7. PRIORITY: AGE-FRIENDLY*** |
| **Outcomes we want to achieve in 4 years*** Establish Monash as an Age-Friendly and Dementia-Friendly community

**Indicators to measure our 4-year progress*** Dedicated evaluation frameworks for Age-Friendly and Dementia-Friendly Cities
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Establish Monash as a dementia-friendly community.
* Provide a range of programs targeted at older people that build connection and support well-being and actively encourage older people from a diverse range of backgrounds to be represented on Council committees, networks and forums and through the Age-friendly ambassador program
* Active inclusion of LGBTIQA+ older people by including positive and supportive themes in programs and events
* Educate and raise awareness on ageism and elder abuse and actively challenge attitudes and behaviours that enables elder abuse to occur
* Develop a whole-of-community approach to addressing ageism and preventing elder abuse
 | Lead: Social Inclusion Partners: People & Culture, City Design, Alzheimer’s AustraliaLead: Social InclusionPartners: Libraries, Active Monash, Community Strengthening, Cultural Development & Events, MGA, Lead: Social Inclusion Partner: Community Strengthening, Active MonashLead: Social Inclusion Partner: Community Strengthening, CommunicationsLead: Social Inclusion Partner: Community Strengthening, Libraries |

***HEALTHY ENVIRONMENTS***

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| ***8. PRIORITY: BUILT SPACES*** |
| **Outcomes we want to achieve in 4 years*** Council buildings are fit-for-purpose, multi-use and are designed according to community need using evidence-based principles of service delivery

**Indicators to measure our 4-year progress*** Community consultation in the development of Council buildings
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Support our community to lead an active and healthy life through building accessible, fit-for-purpose and safe facilities that recognise active and passive recreation
* Facilitate integrated, co-located neighbourhood based buildings that respond to the needs of children, young people and their families and carers
* Advocate for sufficient resources to support infrastructure ensuring that new builds or renovation works consider co-location of services in their design
 | Lead: Active MonashPartners: Community Strengthening, City DesignLead: CYFS and City DesignPartner: Infrastructure and EnvironmentLead: CYFS, City Design, Community Strengthening |
| ***9. PRIORITY: OPEN AND GREEN SPACES*** |
| **Outcomes we want to achieve in 4 years*** Monash community has a strong connection to the natural environment and an understanding of its direct impact on overall health and wellbeing

**Indicators to measure our 4-year progress*** Community participation and engagement with Council delivered programs, services and campaigns
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Actively plan and design for an increase in all abilities, sensory and intergenerational playgrounds in Monash
* Maintain and promote attractive, green and shady spaces to encourage time spent outdoors and a greater connection to the natural environment and overall wellbeing
* Activate open spaces by increasing interpretive signage and maps
* Activate public open space to enhance community connections through a range of physical activity, cultural, arts and events programs
* Actively work towards increasing tree canopy cover on Council land to increase the social and environmental benefits to the community by improving air quality, reducing summer air temperatures and creating habitat for birds and other wildlife.
* Actively promote Council’s GreenShoots programs across all Council programs and services to educate the community and build awareness on the importance of tree planting and the biodiversity benefits
* Promote and encourage businesses, residents and schools to grow native plants on their own land to increase overall wellbeing and contribute positively to climate change.
 | Lead: Active Monash, City DesignPartner: Community Strengthening, Social Inclusion, CYFSLead: Sustainability, Horticulture, Active MonashLead: City Design, Sustainability, CommunicationsLead: Active Monash, Cultural Development and Events, Libraries; MGA Lead: Sustainability, Horticulture, Strategic PlanningLead: SustainabilityPartners: Libraries, CYFS, Social Inclusion, CommunicationsLead: Sustainability |
| ***10. PRIORITY: CLIMATE CHANGE AND HEALTH*** |
| **Outcomes we want to achieve in 4 years*** A resilient Monash community that is adapting to the public health impacts of climate change
* Build organisational capacity to respond to climate risk so we can proactively adapt to change
* Building Council and community’s resilience to extreme climate conditions

**Indicators to measure our 4-year progress*** Active engagement and participation in programs and services offered by Council’s Sustainability and Libraries team
* A coordinated Council approach to climate change
* Annual Community Survey
* Municipal public health and wellbeing survey
* Coordinated release of information, communications and available resources in times of extreme climate conditions and global events
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Develop the community’s resilience to climate change through the development of a climate adaptation strategy
* Strengthen Council’s coordinated response in relation to extreme climate conditions such as heatwaves, major storms, bushfires and poor air quality with a particular focus on our most vulnerable community residents
* Actively seek collaboration and partnerships with academic institutions and state agencies to identify opportunities that support actions for climate change
* Support community organisations to develop and deliver sustainable initiatives
* Develop library collections and programs to promote community discussion on sustainability and climate change.

• Partnering on Zero Net Precincts and research collaborations with Monash University* Adopt Environmental Sustainable Design principles in all capitals works projects
* Actively promote and recognise the importance role that libraries have in keeping our community warm and cool in extreme weather conditions.
* Support children and young people to amplify their voice regarding the impact of climate change on their environment
 | Lead: SustainabilityPartner: All of CouncilLead: Public Health Partners: Sustainability, Social Inclusion, CYFS, Communications, Libraries, Community Strengthening Partners: South East Volunteers, Women’s Health EastLead: SustainabilityPartners: Academic institutions, state agenciesLead: SustainabilityLead: LibrariesPartners: Sustainability, CYFSLead: SustainabilityPartners: Monash UniversityLead: City DesignPartner: SustainabilityLead: Libraries, Sustainability, Communications Lead: CYFS |

**PILLAR TWO: ENGAGED, CONFIDENT & CONNECTED**

***A city which actively listens, engages and values community voice in shaping its own future***

***CONNECTED***

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| ***11. PRIORITY: ACTIVE COMMUNITY ENGAGMENT*** |
| **Outcomes we want to achieve in 4 years*** All community voices are listened to, heard and proactively responded to through Council’s programs and services
* Council facilitated programs, activities, events and celebrations respond to community needs, interests and aspirations
* A socially connected community with accessible supports for those experiencing adversity or vulnerability
* Volunteering is valued for its ability to strengthen social connections, prevent loneliness and provide meaningful opportunities to contribute to community life

**Indicators to measure our 4-year progress*** Community engagement through Council’s municipal-wide and targeted consultations
* Community participation through Council’s programs, services and events
* Engagement with Monash Council’s website and social media platforms
* Community representation on Council Advisory Committees
* Participation in volunteering opportunities through Council’s services, programs and activities
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Apply Council’s Community Engagement Framework best practice consultation principles to deliver targeted and open consultations with our community
* Actively promote and expand the reach of Council’s services and programs to increase community and civic engagement
* Actively develop and promote arts, cultural, physical activity participation opportunities and sustainability programs, activities and events that encourage participation in community life
* Continue to facilitate local partnership networks and Council’s Advisory Committees to ensure Council is actively listening and responding to the public health and wellbeing priorities of the Monash community
* Deliver the municipal-wide Monash Health & Wellbeing Series, in partnership with the joint Council working group, to respond to contemporary and topical health issues important to the Monash community
* Provide and promote opportunities for participation in community life through volunteering, creative pursuits and representation on committees across all life stages
* Engage with volunteer organisations to identify and address key barriers to participation in volunteering
 | Lead: Communications, Governance, all departments of Council with a consultation componentLead: Communications, Libraries, CYFS, Cultural Development & Events, Active Monash, Sustainability, Community Strengthening, Social Inclusion, GovernanceLead: Cultural Development & Events, MGA, CYFS, Social Inclusion, Active Monash, Community Strengthening, Sustainability, CommunicationsLead: Community StrengtheningPartners: Council Advisory Committees Local Support Network members,Lead: Community Strengthening Partners: Kingston, Knox, Maroondah, Whitehorse, Boroondara, Yarra Ranges and Manningham CouncilsRelevant Council departmentsLead: Community StrengtheningPartners: Local community services/ organisations, South East Volunteers |
| ***12. PRIORITY: CREATIVE EXPRESSION & COMMUNITY EVENTS*** |
| **Outcomes we want to achieve in 4 years*** Council facilitated arts-based programs, activities, events and celebrations that encourage creative expression and social connections

**Indicators to measure our 4-year progress*** Community participation and engagement with Council’s arts-based programs, services and events
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Encourage creative expression and the showcasing of local talent through a wide range of activities that reflect our diversity and support community cultural connection
* Develop a Cultural Development and Arts Strategy that encourages engagement in arts and cultural activities to support a sense of connection, belonging and wellbeing
 | Lead: Cultural Development & EventsPartners: MGA, Libraries, CYFSLead: Cultural Development & Events, MGAPartner: Libraries, CYFS |
| ***13. PRIORITY: LIFELONG LEARNING*** |
| **Outcomes we want to achieve in 4 years*** The Monash community is supported and has access to lifelong learning opportunities across the lifespan

**Indicators to measure our 4-year progress*** Funding to Monash Neighbourhood Houses and participation and engagement in programs
* Library service engagement data
* CYFS participant feedback from service delivery
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Localised implementation of the Victorian State Government’s Three-Year Old Kindergarten program
* Facilitate and support the Monash Neighbourhood House Network to enable learning opportunities and social connections at a local level
* Provide and deliver accessible Library services that promote lifelong learning opportunities, digital literacy and encourage social inclusion.
 | Lead: CYFSPartner: Department Education & TrainingLead: Community Strengthening Partners: Monash Neighbourhood Houses Lead: LibrariesPartners: Social Inclusion |
| ***14. PRIORITY: STRENGTHENING NEIGHBOURHOODS AND COMMUNITIES*** |
| **Outcomes we want to achieve in 4 years*** A strong and cohesive community that promotes inclusion, strengthens community leadership and encourages participation for everyone

**Indicators to measure our 4-year progress*** Participation in Council’s programs, festivals, events and celebrations
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Support and facilitate actions that build community pride and a sense of place
* Encourage residents to connect with their local community through organisations and services such as libraries, neighbourhood houses, playgrounds, sports clubs and local shopping strips
* Increase the capacity and accountability of sports clubs to provide inclusive and diverse opportunities to participation
* Actively promote inclusive and diverse programs, festivals, events and celebrations that foster inclusivity and encourage participation in local neighbourhood events and activities.
 | Lead: Community StrengtheningLead: Community StrengtheningPartner: Economic Development, Active Monash, Libraries, CYFSLead: Active MonashLead: Cultural Development & EventsPartners: Active Monash, Community Strengthening; CYFS, Social Inclusion Economic Development;, Sustainability; Community Amenity; Horticulture; Monash Halls; Community groups, local traders |

***SUPPORTED***

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| ***15. PRIORITY: ACCESSIBLE AND AFFORDABLE*** |
| **Outcomes we want to achieve in 4 years*** Provide programs, services and activities that are accessible and affordable to all Monash community members
* Barriers to participation are identified and addressed to increase accessibility of programs, services and activities

**Indicators to measure our 4-year progress*** Participation and engagement in Council programs, services and activities
* Tiered membership model for Active Monash
* Number of people council supports through Council’s Hardship Policy
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Promote and deliver affordable and accessible services and activities to reduce barriers of participation for those who are disadvantaged within the community
* Support community members through the application of Council’s Hardship policy
* Deliver sustainability education activities that reduce day-to-day costs of living and environmental impacts
* Explore opportunities to improve mobility and transport options and services that respond to the diverse needs of our community
 | Lead: Active Monash, CYFSPartner: Community Strengthening, Cultural Development & EventsLead: FinanceLead: SustainabilityLead: Social Inclusion Partners: Community Strengthening |
| ***16. PRIORITY: HOMELESSNESS & SOCIAL HOUSING*** |
| **Outcomes we want to achieve in 4 years*** Council to continue to the 13-Council Regional Homelessness & Social Housing Local Government Charter Group Coalition
* Increase social housing stock in Monash and within the 13-Council Regional Homelessness & Social Housing Local Government Charter Group [Charter Group]
* Community understanding that housing is a fundamental human right for everyone
* Partnerships and advocacy for a more effective, integrated and supported homelessness service system.

**Indicators to measure our 4-year progress*** Dedicated outreach support for people in Monash who are experiencing homelessness or at-risk of experiencing homelessness
* Increased social housing stock
* Increased community awareness of the value of social housing from a human rights perspective measured through Monash Community Satisfaction Survey
* Community engagement with the communications campaign
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Provide dedicated outreach support for people in Monash who are experiencing homelessness or at-risk of experiencing homelessness
* Implement the priorities of the *Monash Social Housing Framework 2020 – 2025*
* Implement the commitments of the *Regional Local Government Homelessness & Social Housing Charter.*
* Implement the priorities of the *Monash Affordable Housing Strategy*
 | Lead: CYFSLead: Community StrengtheningPartners: City Development, 13 Charter Councils, Homes Victoria, CHIA, Community Housing Associations and providers, MAVLead: Community StrengtheningPartners: City Development, 13 Charter Group Councils, Homes Victoria, CHIA, Community Housing Associations and providers, MAVLead: City DevelopmentPartners: Community Strengthening |
| ***17. PRIORITY: ASSERTIVE OUTREACH*** |
| **Outcomes we want to achieve in 4 years*** Monash residents who are socially isolated, homeless, at-risk of experiencing homelessness or are vulnerable are supported to participate in community life through Councils services and support networks

**Indicators to measure our 4-year progress*** Engagement and participation in advocacy campaigns
* Community engagement through Councils services, programs and outreach support
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Respond to community needs and advocate for appropriate services to be located in Monash
* Provide outreach support to those that are socially isolated, at-risk of experiencing homelessness, are homeless or vulnerable in our community, with a particular focus on groups that are disadvantaged or marginalised and are at-risk of loneliness.
* Deliver a diverse and meaningful social inclusion program that targets loneliness and social isolation including *Coffee and Chat, Monash on the Move, Community Transport and the Carers Network and programs*
 | Lead: CYFS, Communications, Community StrengtheningLead: CYFS, Social Inclusion, Libraries, Community Strengthening,Lead: Social Inclusion Partners: Community Strengthening |

**PILLAR THREE: SAFE AND RESPECTFUL**

***A city where every member of the community is valued and respected***

***ADVOCACY***

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| ***18. PRIORITY: ADVOCACY AND POLICY*** |
| **Outcomes we want to achieve in 4 years*** Demonstrated advocacy on public health and wellbeing priorities
* A strategic and collaborative partnership approach that benefits the health and wellbeing of the Monash community

**Indicators to measure our 4-year progress*** Advocacy campaigns that lead to positive health and wellbeing outcomes
* Annual Monash Community Grant Program allocations
* Local business engagement in Council-facilitated networks
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Advocate for a strong public transport system and participate in key regional networks that strengthen transport connectivity in the Eastern region
* Lead public health advocacy on health and wellbeing priorities and partner with service providers, peak bodies and other levels of government to ensure a strong and united position including:
* Gambling (Alliance for Gambling Reform)
* Gender Equity & Preventing Violence Against Women (PVAW)
* Homelessness (Regional Charter)
* Mental health and medical outreach services for people experiencing homelessness
* Advocate for accessible specialist services to be located in Monash for people with high level or complex needs including disability services and acute and chronic mental health support
* Develop policy positions and frameworks to support our public health advocacy
* Internal business cases will be aligned to the priorities of the Monash Health & Wellbeing Plan 2021 – 2025 and the Council Plan where relevant
* Fund innovative programs that respond to key priorities of the *Monash Health & Wellbeing Plan 2021 – 2025* through the Monash Community Grants Program
* Develop and support partnerships and networks to strengthen sustainable community programs that contribute to a healthy and resilient Monash
* Foster partnerships, local business networks and key business events to have an emphasis on employment opportunities and job security, recognising the impact this has on health and wellbeing.
* Reduce barriers to people with a disability obtaining and maintaining employment at Monash Council
 | Lead: EngineeringPartners: Sustainability Lead: Community StrengtheningPartners: CYFS, CommunicationsLead: CYFS, Aged and Community Support, Community Strengthening, CommunicationsLead: Community StrengtheningLead: Corporate PerformancePartners: All Council departmentsLead: Community StrengtheningPartners: Cultural Development & Events, Active Monash, Monash HallsLead: Community Strengthening Lead: Economic DevelopmentPartners: Eastern Innovation Business CentreLead: People & Culture |

***INCLUSIVE FOR ALL***

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| ***19. PRIORITY: ADDRESSING ALL FORMS OF DISCRIMINATION*** |
| **Outcomes we want to achieve in 4 years*** A safe and inclusive community built upon equality and respect that doesn’t tolerate any form of discrimination

**Indicators to measure our 4-year progress*** Municipal public health and wellbeing plan survey
* Monash Youth Survey
* Victorian State Government data
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Proactively address and respond to all forms of discrimination including race, age, gender, sexuality, disability or religion.
* Achieving tangible changes in attitudes and practices that discriminate against people for their race, age, gender, sexuality, disability or religion
* Through established recognition platforms, celebrate the diverse community that is Monash and the contributions of individuals to strengthen our community
* Strengthen partnerships and support initiatives delivered at a local, regional and state level that facilitate sustainable change for the reduction of racism and discrimination
* Support the community through education and awareness to actively challenge discriminatory attitudes and behaviours
 | Lead: All of Council Lead: Community Strengthening, Communications, Social Inclusion, CYFS, Active MonashLead: Communications, Community StrengtheningLead: Community StrengtheningPartners: CYFS, VEOHRC, Victoria Police, Welcoming Cities, Monash University. Lead: Community StrengtheningPartner: Social Inclusion, Libraries, CYFS |
| ***20. PRIORITY: EQUITABLE COMMUNICATIONS*** |
| **Outcomes we want to achieve in 4 years*** Council communications to the Monash community are targeted, effective, accessible and culturally appropriate

**Indicators to measure our 4-year progress*** Engagement with Council’s communications platforms
* Community stories of impact captured through Council’s communications channels
* Participation in digital literacy initiatives
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Support translation of all community facing materials into the diverse languages of Monash
* Capture community stories through Council’s communications channels that highlight the health and wellbeing outcomes of Council’s services, programs, activities and events
* Enhance the community uptake and engagement with the Monash Bulletin, E-Bulletin and digital literacy initiatives across all ages to increase the community’s capacity and strive towards digital equity. Council to equally support those who are unable to access digital initiatives.
 | All of CouncilLead: Community Strengthening, CommunicationsLead: LibrariesPartners: BT, Communications, Cultural Development & Events, Social Inclusion, Monash Neighbourhood Houses |
| ***21. PRIORITY: FAIR FOR ALL ABILITIES*** |
| **Outcomes we want to achieve in 4 years*** Council facilities, services and programs are equitable, inclusive and accessible

**Indicators to measure our 4-year progress*** Universal access design principles will be applied to all capital works projects
* Municipal public health and wellbeing survey
* Partnership with Women’s Health East
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Create safe, inclusive and accessible spaces through the adoption of Universal Access Design principles in all capitals works projects
* Facilitate equitable access and reduce barriers to Monash services, facilities and activities to people with a disability and their carers
* Better identify the needs of people living with a disability and their carers
* Engage and support carers in Monash and recognise the challenges that this important role plays
* Collaborate with Women’s Health East’s to identify shared priorities within *A Strategy For Equality: Women’s Sexual And Reproductive Health,* specifically high rates of sexual violence against women with a disability
 | Lead: City Design, Capital Works, Community StrengtheningLead: All of CouncilLead: All of CouncilLead: Community StrengtheningLead: Community Strengthening and Women’s Health East |
| ***22. PRIORITY: GENDER EQUITY*** |
| **Outcomes we want to achieve in 4 years*** Council is a leader in the gender equity space
* Gender equity is embedded in our community
* Attitudes and behaviours that condone violence against women are reduced
* People of all genders feel supported in their daily activities

**Indicators to measure our 4-year progress*** Gender equity is embedded across Council’s policies, programs and services in line with the *Gender Equality Act 2020*
* Gender impact assessments undertaken on Council policies, programs and services of significance
* VicHealth Sport Participation in Victoria Survey
* Monash Annual Customer Satisfaction Survey
* Monash Youth Survey
* Municipal Public Health & Wellbeing Survey
* Respectful Relations and Work-life Balance Employee Survey
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Provide leadership for gender equity at a local, regional and state level
* Actively promote empowerment and dignity, challenge discrimination and respect human rights to advance gender equity
* Work in multiple community settings to:
* promote and normalise gender equity;
* challenge gender stereotypes; and
* strengthen positive, equal and respectful relationships between and among women and men and girls and boys
* Build the capacity of Council staff to undertake gender impact assessments on their policies, programs and services
* Promote and demonstrate gender equity practices and provide appropriate resources to educators of young children and young people
* Support systemic approaches to remove bias in employment practices
 | Lead: Community StrengtheningLead: Community StrengtheningPartners: All of CouncilLead: Community Strengthening, relevant areas of Council that align with priority settings including Active Monash, MGA, CYFS Lead: Community Strengthening Partners: All of Council Lead: CYFS and Community StrengtheningPartner: Council service providersLead: People & CulturePartner: Community Strengthening |
| ***23. PRIORITY: LGBTIQA+***  |
| **Outcomes we want to achieve in 4 years*** The LGBTIQA+ community has a strong voice and representation across Monash
* Council better understands the needs and priorities of the LGBTIQA+ community
* Both Council and the Monash community are welcoming and inclusive of people who identify as LGBTIQA+

**Indicators to measure our 4-year progress*** Rainbow Tick Accreditation
* LGBTIQA+ inclusion training for Monash Council staff
* LGBTIQA+ Action Plan endorsed by Council
* Participation and engagement in Council-led LGBTIQA+ events and services
* Municipal public health and wellbeing plan survey
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Formalise communication and feedback mechanism between Council and our LGBTIQA+ communities
* Develop and implement the LGBTIQA+ Action Plan in collaboration with the LGBTIQA+ Advisory Committee
* Promote and celebrate LGBTIQA+ events and services. Ensure Council’s support of our LGBTIQA+ communities is visible
* Undertake the Rainbow Tick Accreditation
* Provide staff with LGBTIQA+ inclusion training
* Continue to develop services and collections for LGBTQIA + community
 | Lead: Community Strengthening, CYFS Lead: Community Strengthening Lead: Libraries, Community Strengthening, Cultural Development & Events, Active Monash, MGA, CYFS, CommunicationsLead: Community StrengtheningPartners: Pilot DepartmentsLead: Community Strengthening, People & Culture Lead: Libraries |
| ***24. PRIORITY: CELEBRATING DIVERSE COMMUNITIES*** |
| **Outcomes we want to achieve in 4 years*** Monash Council celebrates its culturally rich and diverse community

**Indicators to measure our 4-year progress*** Census population profile summary *Monash Profile Id*
* Monash Annual Community Satisfaction Survey
* Monash municipal public health and wellbeing plan survey
* Participation and engagement in Council services, programs and events
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Celebrate community diversity
* Build connections with new migrants, refugees and emerging communities to assist their settlement in Monash
* Develop and implement programs for culturally and linguistically diverse (CALD) to participate in active recreation and structured activities including Active Monash’s CALD Program.
* Build the capacity of the Monash Community Ambassador program to support Council’s programs and initiatives that focus on increasing connections with local CALD community groups.
* Build intercultural understanding between different ethnic, religious and cultural groups.
* Partner with cultural community organisations to improve ways to engage with International Students through existing networks, programs and activities.
 | Lead: Community Strengthening, Cultural Development & EventsPartners: All of Council Lead: Community StrengtheningPartner: CYFSLead: Active MonashPartner: CYFSLead: Community StrengtheningPartners: Libraries, Social Inclusion, Cultural Development & Events, CYFSLead: Community StrengtheningLead: Community StrengtheningPartners: CYFS, community organisations, Monash University, Holmesglen TAFE |
| ***25. PRIORITY: ABORIGINAL AND TORRES STRAIT ISLANDER RECONCILIATION***  |
| **Outcomes we want to achieve in 4 years*** A coordinated and integrated approach to Aboriginal and Torres Strait Islander reconciliation within Monash Council
* Monash Council will work alongside Aboriginal and Torres Strait Islander peoples to advance reconciliation in our workplace and across Monash.

**Indicators to measure our 4-year progress*** Endorsement of a MonashAboriginal and Torres Strait Islander Reconciliation Framework and Action Plan
* Participation in Aboriginal Cultural Awareness training for all Council staff
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Council to develop and endorse a Aboriginal and Torres Strait Islander Reconciliation Framework and Action Plan to outline a whole-of-Council approach to understanding, engaging with and advocating for Aboriginal and Torres Strait Islander people in Monash
* Provide Aboriginal and Torres Strait Islander Cultural Awareness training for all staff
 | Lead: Community Strengthening Partners: All of Council, local Aboriginal Torres Strait Islander stakeholder organisationsLead: People & CulturePartner: Community Strengthening  |

***SAFE COMMUNITIES***

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| ***26. PRIORITY: PREVENTING VIOLENCE AGAINST WOMEN AND CHILDREN*** |
| **Outcomes we want to achieve in 4 years*** Increased community understanding of what constitutes violence against women and family violence
* Increased community understanding of how to challenge attitudes and behaviours that enable violence against women and family violence
* Increased capacity across Monash prevent and to support victim survivors of violence against women and family violence

**Indicators to measure our 4-year progress*** Monash Municipal public health and wellbeing survey
* Incidences of Family Violence, Victoria Police Family Violence data portal
* MCH, Family Services data
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Build community understanding around attitudes and behaviours that enable violence against women and family violence, and the services that are available to them.
* Develop new and strengthen existing partnerships across the City of Monash to facilitate sustainable change to prevent violence against women and family violence
* Provide targeted and meaningful training to Council Departments, Monash service providers and community groups to assist them in relation to preventing family violence and responding to disclosures
* Enable and empower people who are experiencing family violence to transition to a safe environment
* Collaborate with Women’s Health East to identify shared priorities within a Strategy for *Equality: Women’s Sexual & Reproductive Health In Melbourne’s East 2020-2025* and *Together for Equality and Respect*
 | Lead: Community StrengtheningPartner: CYFSLead: Community StrengtheningPartners: CYFS ,Monash Uni, Together for Equality and Respect partnership (TFER)Lead: Community Strengthening, CYFS, Community Amenity Lead: CYFSLead: Community Strengthening, Partner: TFER, Women’s Health East |
| ***27. PRIORITY: COMMUNITY SAFETY*** |
| **Outcomes we want to achieve in 4 years*** Increase perceptions of safety in Monash
* Create safe and inclusive spaces for women and gender-diverse people.

**Indicators to measure our 4-year progress*** Annual Community Satisfaction Survey
* Crime Statistics Victoria
* Monash Municipal public health and wellbeing plan
* Child Safe Standards throughout Council
* Maintain United Nations accreditation as a Child-Friendly City
 |
| ***WHAT WE WILL DO*** | ***LEAD & PARTNERS*** |
| * Promote Monash as a safe, inclusive and accessible community
* Lead programs and initiatives that improve perception and actual safety of Monash residents to increase community participation and connection.
* Apply a gender lens to our public spaces to increase perceptions of safety for women and gender-diverse people.
* Apply an age-friendly and dementia lens to our public spaces to increase perceptions of safety for our ageing community
* Collaborate with relevant internal and external stakeholders to advocate for and create safe physical, urban and natural environments through adherence to Safer Design principles including Crime Prevention Through Environmental Design (CPTED) and well-lit spaces.
 | Lead: Community StrengtheningPartners: All of Council Lead: Community Strengthening, City DesignLead: Community StrengtheningPartners: Active Monash, Monash UniLead: Social InclusionPartners: Community Strengthening, Active Monash, Monash UniversityLead: City Design Partners: Capital works, Sustainability Engineering, Community Strengthening |