

Acknowledgement of Traditional Owners

Melton City Council acknowledges the traditional custodians of the land, the Kulin Nation. The City celebrates its rich Indigenous history, the diversity of its people and their important ongoing connections to Country. We acknowledge the past injustices faced by our First Peoples and are committed to play our part in ensuring that these injustices are not repeated. We appreciate that we still have a long journey ahead of us. Melton City Council advocates for Aboriginal and Torres Strait Islander peoples' right to self-determination.

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Message From the Mayor

It is with great pleasure that I present the Council and Wellbeing Plan 2017 – 2021, an ambitious and well thought out plan that identifies Council's key projects and advocacy priorities for the next four years. These priorities will capitalise on the opportunities, and address the challenges, that our continued, sustained growth affords our municipality, and enable us to plan and schedule the timely delivery of services and infrastructure to our ever-changing community.

By outlining our priorities, Council will hold itself accountable and transparent in our operations.

Our new vision, A Thriving Community Where Everyone Belongs, engenders community pride, a safe and diverse environment, where everyone is welcome, nurtured and given the opportunity to realise their greatest potential. It is the foundation upon which our new Council and Wellbeing Plan is built.

The City of Melton is a burgeoning community, transforming before our very eyes. Understandably, we tend to focus on the physical changes we experience on a daily basis: the new estates, open space, homes and businesses that spring up in every corner of our municipality, seemingly overnight. But our community is changing in a far more existential way. Our development is so much more than just bricks and mortar. We are now evolving at our very core, establishing an identity that is unique to us; welcoming, progressive, a community that's full of opportunity and untapped potential. It's a truly exciting time to call the City of Melton home.

I have long said that people are our community's greatest asset. Nothing compares to the sense of pride and satisfaction I have in knowing that ours are some of the most innovative, and creative residents in Melbourne. It gives me so much hope for the future, and reassures me that if we all work together, Council, community groups, service clubs, businesses and residents alike, we will unequivocally reach our full potential and transform this City into all that it can be.

To further cement the City of Melton as a progressive, innovative and well planned community that others aspire to, Council will continue to develop models and strategies that set benchmarks at a national, and potentially international, level. We will work with partners, and key stakeholders, to develop relationships

that strengthen our capacity to deliver timely infrastructure and services, and continue to position us in a global context.

Council is also dedicated to respecting and preserving our unique natural environment. As a priority, we will continue to take pride in our community spaces, and present our community assets and neighbourhoods in a way that will make everyone proud to live in our municipality.

We also acknowledge that at the core of every strong and resilient community is a diverse and robust local economy that capitalises on opportunities, innovation and the entrepreneurial spirit of its local businesses. The City of Melton is home to many award winning, cutting edge businesses, but there's always room for more. Council will continue to encourage investment, both from existing businesses, as well as external operations who are yet to discover the untapped potential of our strategically located and well-resourced City.

In closing, I'd like to take this opportunity to thank the community, Council staff and my fellow Councilors for their support, input, encouragement and enthusiasm in preparing this Council and Wellbeing Plan. I look forward not only to four more rewarding years as part of Melton City Council, but also seeing this outstanding vision come to life.

**Cr Sophie Ramsey
Mayor
City of Melton**



Message From the CEO

The Melton City Council and Wellbeing Plan 2017 – 2021 is the key document that sets out the strategic and planning direction for Council and the community over the next four years.

To reinforce our commitment to improving the health and wellbeing of our residents, business owners and visitors alike, Council has, for the first time, incorporated its Municipal Health and Wellbeing Plan into its Council Plan. This strategic decision clearly articulates that the prosperity of our community is not only a key priority, but will be a major factor in influencing everything that Council does going forward; from preserving our natural environment for future generations, to the way we develop new suburbs, implement services and programs, or design transport and other community infrastructure.

Informing the new Council and Wellbeing Plan is Melton City 2036: The City We Imagine, a shared vision for the future and detailed picture of how our community sees our City in 2036. More than 2,000 people shared what they love about the City of Melton, what they don't like and what it is a unique vision that captures the hopes and desires of our residents.

Community engagement is the pillar upon which Council operates, and the conversations we had with residents and business owners as part of developing Melton City 2036 helped Council better understand local needs and aspirations. These conversations gave us purpose, and helped develop the strategies, programs and infrastructure plans to realise the shared ideas.

Over the coming four years, Melton City Council will continue to invest heavily in our community and ensure that we make the most of the opportunities that come from the continued significant growth in population we are experiencing.

The foundation upon which the Council and Wellbeing Plan is built, has at its core, our vision for the future, which is to create a thriving community where everyone belongs.

To help us achieve this, we have developed five guiding themes, which provide focus for Council planning and programming, and will form the basis of our performance indicators throughout the life of the plan.

These themes cover community safety and inclusivity; our natural environment; planning and development; local economy; and outstanding leadership and advocacy principles. These themes and objectives are ambitious yet achievable, and enable us to report back to the community in an accountable and transparent manner.

I would like to take this opportunity to thank all Councilors, staff and community members who contributed to the development of the Council and Wellbeing Plan, and trust that the Plan as presented herein has captured the key themes and deliverables to enable our community to progress positively on its journey to becoming a major city of Melbourne's west.

**Kelvin Tori
Chief Executive Officer
Melton City Council**



Executive summary

Melton City Council is committed to strategic and inclusive planning and as part of this has developed the Council and Wellbeing Plan 2017-2021, which sets the strategic direction for Council operations over the next four years.

For the first time, Council has incorporated its Municipal Public Health and Wellbeing Plan into the Council Plan. In doing this, Council reinforces its high level commitment to promoting, improving and protecting public health and wellbeing in everything we do.

The Council and Wellbeing Plan was developed following extensive community consultation, partner agency and Council officer engagement and analysis of relevant data, trends, research and State and Federal policy direction.

As the City continues to grow and mature, there are a number of opportunities and challenges that must be considered. These include rapid population growth, social cohesion, access to services, provision of and access to local infrastructure, transport, education and employment, and the preservation and protection of the natural environment. To optimise the opportunities and respond to the challenges, we must provide strategic leadership and work in collaboration to better engage, represent and communicate with our diverse community.

The Council and Wellbeing Plan describes how Council sees the development of the City in years to come, describing its vision for – (A) Thriving, Community Where Everyone Belongs). This vision is underpinned by five themes:

- Theme one**
A proud, inclusive and safe community
- Theme two**
A thriving and resilient natural environment
- Theme three**
A well planned and built City
- Theme four**
A strong local economy and lifelong learning City
- Theme five**
A high performing organisation demonstrating leadership and advocacy

Each theme outlines a number of objectives, strategies and performance indicators.

The Council and Wellbeing Plan 2017-2021 will be reviewed annually and each year an Annual Action Plan will be developed and progress reported to Council on a quarterly basis. The Council and Wellbeing Plan has been prepared in accordance with the Local Government Act (1989) and the Public Health and Wellbeing Act (2008) including having regard to the Victorian Public Health and Wellbeing Plan.

For the first time Council has incorporated the Municipal Public Health and Wellbeing Plan into the Council Plan, reinforcing its high level commitment to promoting, improving and protecting public health and wellbeing.



About the Council and Wellbeing Plan

Melton City Council is committed to strategic and inclusive planning for the future and as part of this, has developed a Council and Wellbeing Plan to be the base of the City's policy development, decision making and community accountability.

For the first time, Council has incorporated the Municipal Public Health and Wellbeing Plan (MPHWP) into the Council Plan to reinforce its high level commitment to promoting, improving and protecting public health and wellbeing in everything we do.

The Council and Wellbeing Plan provides direction not only to Council and its staff, but also to our community, stakeholders, local service providers and other levels of Government. It provides confidence in how we respond to challenges and opportunities we currently deal with and establishes strength in our direction for development beyond 2021.

The Plan represents our priorities for moving toward achieving the Council vision over the next four years by detailing the medium term direction and outcomes of Council. It describes Council's vision, objectives and strategies and guides the development of all strategies, operational plans, resource plans and annual budgets.

The Plan is Council's primary strategic planning document that provides overall direction and links to more detailed information in other planning documents. These documents are available on our website: melton.vic.gov.au

How the Plan works

The Council and Wellbeing Plan is prepared in accordance with the Local Government Act 1989 (Vic) and Public Health and Wellbeing Act 2008 (Vic).

The Local Government Act states that all Victorian Councils must prepare a Council Plan within the period of six months after each general election or by the next 30 June, whichever is later. Municipal Public Health and Wellbeing Plans (MPHWPs) are prepared in accordance with the Public Health and Wellbeing Act including having regard to the Victorian Public Health and Wellbeing Plan. The Victorian Public Health

and Wellbeing Plan guides the work of state and local governments, health services and providers, businesses and employers, and the wider community to improve the health and wellbeing of all Victorians. It outlines Victorian Government public health strategic directions to improve health and wellbeing at every life stage. Council, in partnership with local and regional health agencies, delivers services and projects that address the health priorities in the Victorian Public Health and Wellbeing Plan.

The Public Health and Wellbeing Act requires Councils to prepare an MPHWP every four years, aligning with the timing of new Council Plans, to identify and respond to the health and wellbeing needs of current and future communities. Including the MPHWP into the Council Plan is permitted under the provision of the *Public Health and Wellbeing Act*.

Council has integrated the MPHWP into its Council Plan to:

- recognise that all areas of Council have an impact on the health and wellbeing of the community
- ensure a whole of Council and community approach to promoting and protecting community wellbeing
- align strategic planning, objectives and indicators.

The Council and Wellbeing Plan 2017-2021 will be reviewed each year to reflect the evolving needs of our growing community. The progressive achievement of the Plan will be reported to the community in Council's Annual Report.

How the Council and Wellbeing Plan was developed

The Plan has been developed following extensive community consultation, partner agency and Council officer engagement and analysis of relevant data, trends, research and State and Federal policy directions.

The consultation and research process was designed and led by Council. Throughout 2016 people with a connection to the City were invited to share their hopes and aspirations for the future and identify aspects of the municipality that they would like to see improved or protected. The consultation offered multiple avenues for engagement including a survey, and through schools, community programs, festivals, events and online platforms. Community workshops and two community forums were also held.

This consultation has supported the development of a relevant Plan that identifies issues, opportunities, objectives and strategies.

How the Plan will be implemented, monitored and reviewed

Each year, Council will produce an action plan, identifying how it will work towards achieving the strategic outcomes and objectives identified in the *Council and Wellbeing Plan*, aligned with the annual budget process.

Council's key strategic activities and new initiatives are described in the Annual Action Plan.

Progress on these activities is then detailed in Council's Annual Report, with major projects and service highlights reported to Council on a quarterly basis.

Although the *Council and Wellbeing Plan* describes our strategic direction up to 2021, we recognise the importance of being flexible and adapting to new challenges. For this reason, we will undertake annual reviews and update the Plan to maintain its relevance to our operating environment.



The Council and Wellbeing Plan has been developed following an extensive community engagement process.

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The Council's Integrated Planning and Reporting Framework is used to set a strategic direction which reflects where the City has come from, where it is going and how it will get there. It needs to be. This is translated into services delivered to the community through our Annual Action Plan.

In 2016, Council invited the community to contribute to a shared vision for the future – a detailed picture of where we want to be in 2036. *Melton City 2036 – The City We Imagine* is the first community vision for Melton City. It outlines what the community wants the City to look like, feel like and offer over the next 20 years, and to achieve it: the community, service providers, businesses, the private sector and all levels of government, including Council, will be required to work together. *Melton City 2036 – the City We Imagine* sets the foundation for Council planning and implementing the *Council and Wellbeing Plan* will help achieve it.

The Plan sets the strategic direction for Council operations over the four year term of the elected Council. It is reviewed annually to ensure we continue to provide relevant services with the financial capacity, assets and people available to deliver.

As the overarching strategic document, the Plan provides direction to enable the generation of the necessary range of targeted strategies. These specific strategies provide Council with the evidence based research, information and resourced action plans required to deliver services and specific initiatives.

The Plan will drive the development of Council's Annual Action Plans and Budget. The Annual Action Plan and Budget are actioned through operation plans linked to individual staff performance plans to create accountability and transparency at the organisational, management and individual levels.



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Figure 1: Integrated Planning and Reporting Framework



Our location

The City of Melton is directly connected by the Western Ring Road and Deer Park bypass to Melbourne's major freeways, main airport, major industrial hub and the Port of Melbourne. The Western Highway, an important national freight route, runs through the municipality.

The City of Melton is within a comfortable driving distance north west of Melbourne's Central Business District (CBD). The City's residential population is currently concentrated in Melton township and Melton east districts.

Council's traditional population centre, Melton township, comprises the suburbs of Melton, Melton West, Melton South, Kurlung and Brookfield and is centred on the Melton major activity centre, about 35 kilometres north west of Melbourne's CBD. The township continues to grow while preserving features of its rural heritage.

The City of Melton's eastern corridor is centred around the major activity centre of Caroline Springs, approximately 19 kilometres north west of the Melbourne CBD. The eastern corridor includes the suburbs of Burnside, Burnside Heights, Caroline Springs, Hillside and Taylors Hill. This district has been the focus of most of the population growth over the past two decades.

Increasingly, the focus of development is in the small township of Toolem Vale and the growth suburbs of Diggers Rest, Eynesbury, Heikness, Aintree, Bonnie Brook, Cobbebank, Deanside, Fildeside, Fraser Rise, Grangefields, Ravenhall, Rockbank, Strathulloch, Thornhill Park, Truganina and Weir Views.

Melton also has a number of significant rural areas including Parwan, Plumpton, Mount Cottrell, Eyford and parts of Diggers Rest, Toolem Vale and Eynesbury.

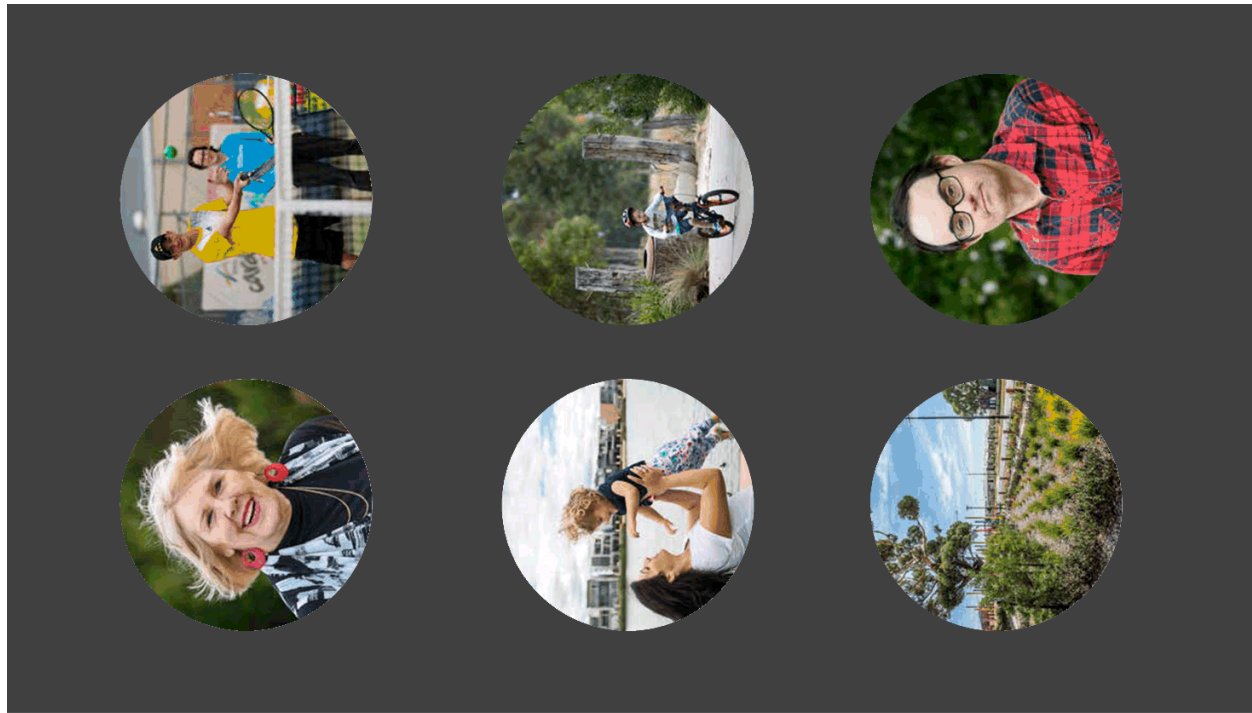
Our history

The City of Melton has a rich Aboriginal heritage which goes back over 40,000 years. Three different but related language groups, each made up of a number of individual clans, lived in areas now covered by western region councils. These language groups were called Woiwurrung (Wurundjeri), Wadawurrung and Boonwurrung (Aboriginal and Torres Strait Islander City of Melton residents are likely to have come from many places from across Australia). Historically and today, the inheritance of cultural practice for next generations is important and encourage links to people and places.

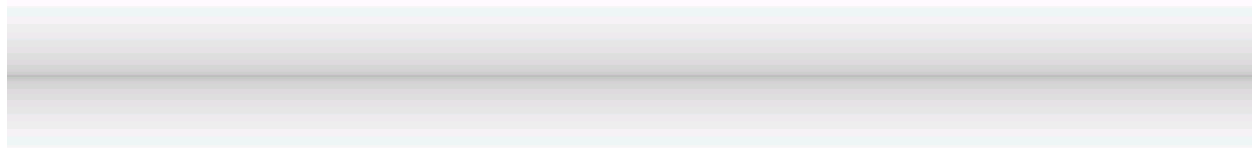
Aboriginal stone tools and camp sites have been found along local water courses, as well as a number of scarred trees where bark was taken for making canoes, carrying containers, shields and shelters. There are a number of Aboriginal heritage sites in the City of Melton: the Melton Valley Golf Course canoe scar tree, the Bullum Bullum camp site in Burnside and the site of the areas last known corroboree of 1863 in Hannah Watts Park, Melton.

The first European settlers arrived in 1830. By 1862, Melton was created as a district, which would develop a rich pastoral and farming heritage. This era is still evident with numerous remaining pastoral homesteads, dry stone walls and dams.

In the 1960s, Melton was declared Melbourne's first satellite city. Extensive suburban development led to a major increase in population through the 1980s. Throughout the last decade, the municipality has continued to experience unprecedented population growth and is currently recognised as one of the fastest growing municipalities in Australia. In acknowledgement of our fast growth, Melton Shire Council was granted city status by the State Government in September 2012 and is now known as Melton City Council.



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Our opportunities and challenges

As the City of Melton continues to grow and mature, there are a number of opportunities and challenges that must be considered.

Planning for growth must be supported through social cohesion, provision and maintenance of infrastructure and open spaces, education and employment opportunities, recreation and tourism opportunities, access to services and support throughout the lifespan and a focus on ensuring people can feel and be safe.

The City's natural environments must be preserved and protected for future generations and we must respond to the effects of climate change. The sense of community and pride is strong and we must actively work to ensure this remains. Our community is varied and as such we must engage and work together in a fair and inclusive way, acknowledging that not everyone has the same background, circumstances or access to the resources required to support a healthy and thriving life. The City's young people are our future and we must work with them and ensure opportunities that create and support bright futures for all.

To optimise the opportunities and respond to the challenges, we must provide strategic leadership and work in collaboration to better engage, represent and communicate with a diverse community.

The City's young people are our future and we must work with them and ensure opportunities that create and support bright futures for all.

Our growth

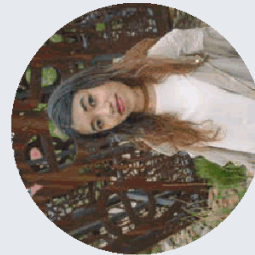
The City of Melton is one of Australia's fastest growing municipalities offering enviable and unique urban and rural lifestyles. These attractions have underpinned growth of close to 8000 people per annum over the past decade, equating to the addition of around 34 new families per week.

The City's residential population has grown from 52,029 in 2001 to an estimated 140,422 in 2016. Over the next decade population growth is expected to exceed 7800 people per annum. By 2041, it is expected to reach 374,700 residents and when the City reaches its ultimate population it will have more than 400,000 people.

Our community

New arrivals to the City tend to be young couples with or intending to have young children, making the City's population one of the youngest in Victoria. The median age of residents was 31 at the time of the 2011 Census and more than 70 per cent of the population were aged under 40 years. Almost half (43 per cent) of all households were couples with children, and each week 42 babies were being born to parents residing in the City.

The City of Melton welcomes people from around the world and is enriched by cultural and linguistic diversity. More than 30,000 people were born overseas, representing more than 130 different nations. A particularly large number of the City's residents were born in India, the Philippines, New Zealand, Malta and Vietnam. In recent years, the City has welcomed an increase of people from African and Asian nations through skilled migration, family reunion and refugee immigration streams, adding further to the City's cultural diversity.





The role of Council

The Local Government Act 1989 (Vic) sets out the primary purposes and objectives of Councils and defines their functions and powers.

The Council is a public statutory body incorporated under the Act. Its role is to govern the City of Melton in service of the community.

Council has a wide responsibility for ensuring the viability and sustainability of the City. It is required to deliver a range of services under legislation or funding agreements with both the State and Federal Governments. Council is also required to operate within State, Commonwealth and international legislation such as the Disability Act and the Charter of Human Rights.

Council provides a range of required services used by most residents such as waste management, maternal and child health, maintaining local parks, local roads and bike path infrastructure.

Other services respond to individual community needs such as youth services, meals on wheels, leisure centres and learning programs. A range of internal services are not directly used by all residents but are fundamental to the delivery of good governance such as finance, human resources and information services.

Melton City Council:

- Must promote the social, economic and environmental viability and sustainability of the municipality
- Acts as a representative government and considers community needs when making its decisions
- Establishes strategic objectives (outcomes) for municipal services and monitors their achievement
- Ensures the responsible and accountable management of the organisation's resources
- Advocates local community interests to other communities and governments
- Is a responsible partner in government, taking the needs of other communities into account.
- Fosters community cohesion and encourages participation in civic life


For more information on the role of Council see the Victorian Government's Guide to Local Government at localgovernment.vic.gov.au or visit the websites of the three main local government peak bodies:

- alga.asn.au
- Australian Local Government Association (ALGA)
- Municipal Association of Victoria (MAV), mav.asn.au
- Victorian Local Governance Association (VLGA), vlga.org.au


Council provides a range of required services used by most residents such as waste management, maternal and child health, maintaining local parks, local roads and bike path infrastructure.

About the organisation
To support Council in its functions, an Executive Management Team is appointed to administer staff and the operational activities of Council. This team, led by the Chief Executive Officer, is responsible for managing the implementation of Council's decisions.


The Executive Management Team consists of three General Managers led by the Chief Executive Officer (CEO). The CEO reports directly to Council. Each General Manager has a designated area of responsibility and is supported by Service Unit teams.




**Chief Executive Officer,
Kelvin Tori**
Kelvin provides strategic guidance for the management and development of Melton City Council.



**General Manager
Community Services,
Maurie Heaney**
Maurie's portfolio at Melton City Council includes service units such as Community Care, Families and Children, Recreation and Youth, Community Planning and Libraries.



**General Manager
Planning and
Development,
Luke Shannon**
Luke is responsible for providing advice to Council and general management in the areas of Planning, Compliance, City Design, Strategy and Environment, Urban Services, Capital Projects and Operations.



**General Manager
Corporate Services,
Peter Bean**
Peter's portfolio covers areas such as Finance, Risk and Performance, Information Services, People and Culture and Engagement and Advocacy.

Organisation structure
Council staff are employed to provide advice and expertise to the Council to assist with policy development and decision making. Figure 2 provides representation of the organisations management structure which supports our workforce.

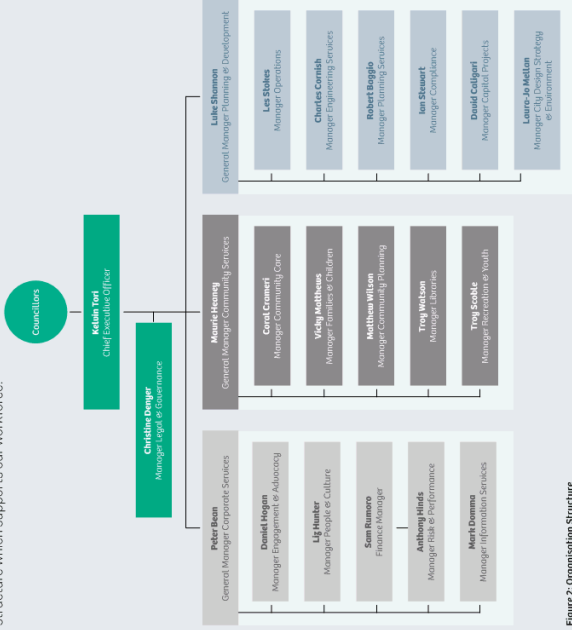
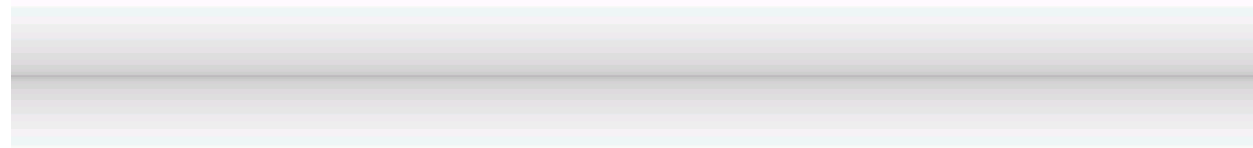


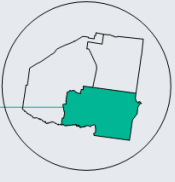
Figure 2: Organisation Structure





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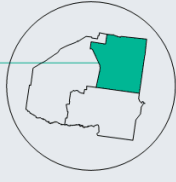
Councillors and wards
The City of Melton comprises three wards, each represented by democratically elected Councillors to serve for a four year period. City of Melton Councillors are:




COBURN WARD



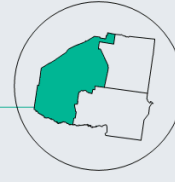
-  **Mayor, Cr Sophie Ramsey**
0412 584 067
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-  **Deputy Mayor, Cr Bob Turner**
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bob.turner@melton.vic.gov.au
-  **Cr Melissa De Santis**
0437 236 597
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-  **Cr Ken Hardy**
0437 226 887
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CAMBRIDGE WARD



-  **Cr Steve Abboushi**
0437 231 680
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-  **Cr Goran Kesic**
0437 241 436
goran.kesic@melton.vic.gov.au
-  **Cr Kathy Majdlik**
0412 584 058
kathy.majdlik@melton.vic.gov.au

WATTS WARD



-  **Cr Lara Corti**
0409 951 020
lara.corti@melton.vic.gov.au
-  **Cr Michelle Mendes**
0437 249 824
michelle.mendes@melton.vic.gov.au

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Our vision

Our vision describes how Council sees the development of the City in years to come.

Our vision is for...

A Thriving Community Where Everyone Belongs

Our mission

Council's mission statement acknowledges our role in planning for our future while professionally managing for our present community.

Melton City Council will:

Support the growth, wellbeing and aspirations of our community through leadership, excellence and inclusion.

Council is committed to providing the relevant support and essential services that meet the challenges associated with population growth and the related needs of accessible services and infrastructure.

In undertaking this, Council is supporting the quality of life of our residents and assisting both individual needs and community aspirations. We wish to create an environment that supports local resilience and provide opportunities to meet our community's desires, hopes, goals and ambitions.

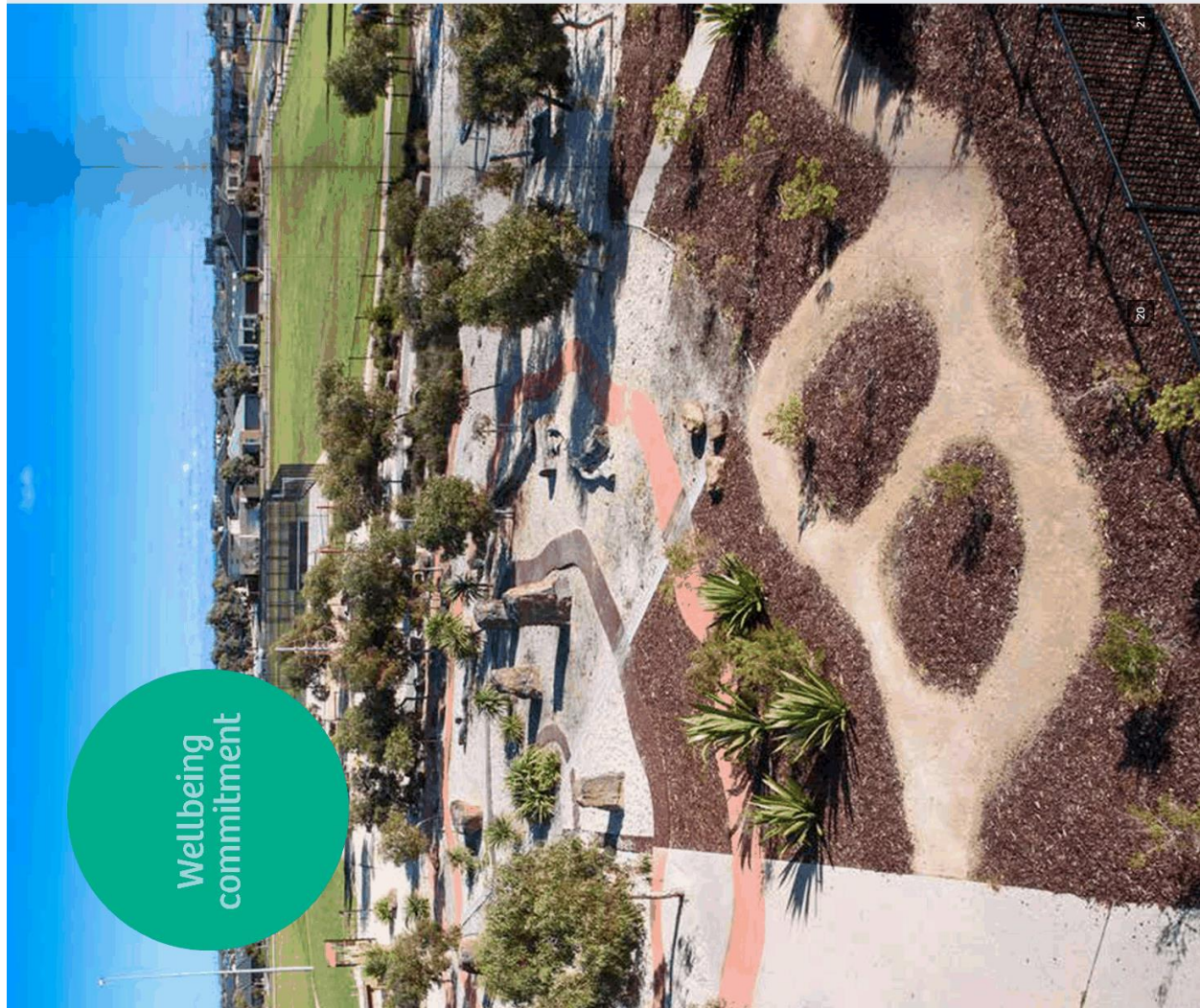
We will continue to lead by example, being committed as an organisation of innovation and service excellence through the continued development of our staff, systems and processes. This investment will ensure we excel as a high performance organisation of continuous improvement in service delivery.

Our values

Our values are an important expression of who we are as an organisation, introducing an ethical framework to the way we do business and engage with our communities. Our values are the fundamental building blocks of our character and reputation, who we are and how we are seen by others.

Our values are:

- Continuous Improvement
- Recognition
- Accountability
- Fairness
- Teamwork



Council is committed to promoting and protecting the wellbeing of its community. This commitment is underpinned by principles of social justice and equity and recognises that all Council decisions, policies, programs and services have a direct or indirect impact on community wellbeing.

There are a number of factors that contribute to positive health outcomes. These include access to transport, employment, education, housing and food, freedom from violence and discrimination and access to health services that unfortunately not all members of our community have equal or fair access to. Council is committed to supporting marginalised community groups, including but not limited to young people, women, people who are homeless, low income earners, older people, people with a disability, newly arrived community groups, Aboriginal and Torres Strait Islander people and our LGBTIQ community.

Council acknowledges and celebrates our community's diversity in age, gender, religion, culture, sexuality, ability, socio-economic status and background. Individuals do not exist in isolation and we acknowledge the networks, settings and environments in which our community live, work, study and recreate.

Networks and settings that influence our health and wellbeing include our families, peers, schools, workplaces, neighbourhoods, media, sporting clubs, community groups and clubs, community spaces and places of worship. It is our social, natural, physical and economic environments that must create supportive environments to enhance health and wellbeing for all.

Health and wellbeing is embedded throughout Council and Wellbeing Plan, cutting through each theme, outcome, objective, strategy and indicator. The areas with a stronger link to health and wellbeing, are displayed with a heart icon.

Working in partnership

To protect, improve and promote community wellbeing, a whole of community approach is required. Council recognises that it does not have sole responsibility for delivering and achieving every community wellbeing outcome. Council plays many roles including partner, advocate, funder, broker and planner. Without our partner agencies the outcomes of Council and Wellbeing Plan cannot be achieved.

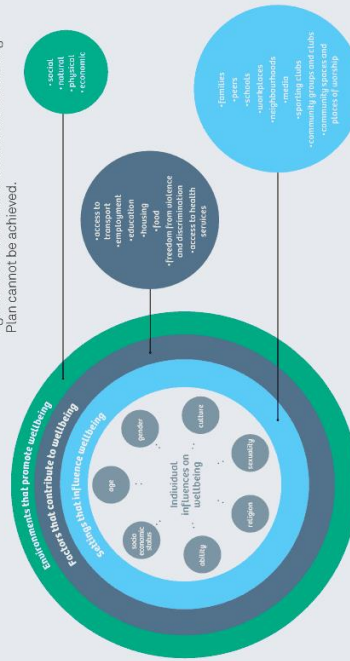



Figure 3: Promoting and protecting community wellbeing



Council & Wellbeing Plan themes & outcomes

To achieve this vision, five themes which bring together issues, opportunities and activities have been identified through extensive research and consultation with community and other stakeholders. Each theme contains a number of objectives, performance indicators and strategies.

<p>01</p> <p>Theme one A proud, inclusive and safe community</p>	<p>Outcome one A City of people leading happy and healthy lives</p>
<p>02</p> <p>Theme two A thriving and resilient natural environment</p>	<p>Outcome two A City that preserves and enhances its natural environment for future generations</p>
<p>03</p> <p>Theme three A well planned and built City</p>	<p>Outcome three A City with a clear vision to manage growth in a sustainable and accessible way</p>
<p>04</p> <p>Theme four A strong local economy and a lifelong learning City</p>	<p>Outcome four A City rich in local employment and education opportunities</p>
<p>05</p> <p>Theme five A high performing organisation demonstrating leadership and advocacy</p>	<p>Outcome five An organisation operating with innovation, transparency, accountability and sustainability</p>


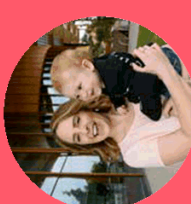


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Theme one
A proud, inclusive and safe community

Outcome one
A City of people leading happy and healthy lives

Our community is at the heart of everything we do. Council is committed to supporting a strong and inclusive community that elicits pride. People in our City have told us they value a sense of community, want to feel and be safe in their homes and neighbourhoods and want opportunities to participate in community programs and gatherings. Proud, inclusive and safe communities are created through strong partnerships, local leadership, services and programs and environments that promote and protect community wellbeing.

Objectives	Performance indicators	Strategies
<p>1.1 A community where all people feel welcome, valued and proud</p>	<ul style="list-style-type: none"> The proportion of the population who agree they feel proud of, connected to and enjoy their neighbourhoods The proportion of the population who believe the City of Melton is a welcoming and supportive community for everyone 	<p>1.1.1 Create opportunities for people of all backgrounds to share and express cultural and religious experiences, knowledge, stories and traditions</p> <p>1.1.2 Provide opportunities for meaningful community engagement and community capacity building initiatives</p> <p>1.1.3 Contribute to a welcoming environment which embraces diversity</p> <p>1.1.4 Provide opportunities and support initiatives that promote empowerment, development and participation for all</p>
<p>1.2 A safe and equitable community</p>	<ul style="list-style-type: none"> Community perception of safety during the day Community perception of safety at night Community perception of the prevalence of family violence 	<p>1.2.1 Promote a sense of safety in all settings and among all people</p> <p>1.2.2 Advocate for increased police numbers including within the Family Violence Response Unit</p> <p>1.2.3 Support and promote safety and environment through education and the protection of the amenity of the municipality</p> <p>1.2.4 Contribute to a gender equitable community to prevent violence against women</p> <p>1.2.5 Contribute to reducing inequalities among marginalised community groups including children and adults with a disability, older adults, underrepresented cultural groups, Aboriginal and Torres Strait Islander communities and LGBTIQ people</p> <p>1.2.6 Enhance the capacity of communities experiencing challenges to develop effective solutions</p> <p>1.2.7 Provide, promote and support initiatives and programs that encourage people to build personal identity, wellbeing, confidence and a sense of belonging to the community</p>
<p>1.3 Equitable, inclusive and accessible community and health infrastructure and services</p>	<ul style="list-style-type: none"> Community satisfaction with the level of access to local health services Community satisfaction with support services 	<p>1.3.1 Advocate and plan for long term health infrastructure</p> <p>1.3.2 Deliver localised services and programs that are based on community need</p> <p>1.3.3 Support existing and attract new community service organisations to ensure the current and future needs of the community are met</p> <p>1.3.4 Plan, advocate and provide services and facilities that respond to the changing needs and life stages of the community</p> <p>1.3.5 Provide, promote and support initiatives and services that contribute to improving access, inclusion and equity for all</p>



02

Theme two
A thriving and resilient natural environment

Outcome two
A City that preserves and enhances its natural environment for future generations

Council is committed to protecting and enhancing its natural environments including grasslands, forests, waterways and its flora and fauna. We recognise the adverse effects of climate change and are committed to actively taking steps to reduce its effects. Our community values the City's natural spaces and wants to ensure they are preserved, accessible and welcoming now and for future generations. They recognise the many benefits of the natural environment – including for health and wellbeing. A whole-of-community commitment will be required to ensure a thriving natural environment for current and future generations.





Objectives	Performance indicators	Strategies
<p>1.4 A resilient community promoting social cohesion</p>	<ul style="list-style-type: none"> Community satisfaction with designated cultural activities Community satisfaction with Council's provision of Arts events and exhibitions 	<p>1.4.1 Engage, encourage and provide opportunities for community leaders and elders to support their communities</p> <p>1.4.2 Facilitate a culture of volunteerism</p> <p>1.4.3 Increase opportunities for cultural expression, sharing and celebration</p> <p>1.4.4 Support sporting and community organisations to deliver community benefits</p> <p>1.4.5 Facilitate relationship development between groups and individuals in the community</p> <p>1.4.6 Provide opportunities for all people, including new and emerging communities to participate in all aspects of community life</p> <p>1.4.7 Provide opportunities for arts participation and appreciation</p>
<p>1.5 Environments that enable and encourage positive public health and wellbeing outcomes</p>	<ul style="list-style-type: none"> Active sport and recreation groups in the City Community satisfaction with recreational facilities and leisure centres 	<p>1.5.1 Contribute to reducing harm caused by gambling, liquor, tobacco and fast food consumption</p> <p>1.5.2 Invest in health promotion initiatives to prevent poor health outcomes</p> <p>1.5.3 Design, build and maintain the public realm to enable the promotion of normal and informal physical activity</p> <p>1.5.4 Promote public health and safety through education and enforcement</p> <p>1.5.5 Create opportunities to encourage healthy lifestyles and choices through education and program delivery</p>
<p>1.6 Reconciliation to support healthy communities</p>	<ul style="list-style-type: none"> Indigenous specific services in the City 	<p>1.6.1 Enhance relationships based on mutual trust, respect and understanding</p> <p>1.6.2 Take action to mitigate inequities that exist between Indigenous and non-Indigenous Australians</p> <p>1.6.3 Promote and celebrate the culture and history of Australia's first peoples</p> <p>1.6.4 Identification, protection and where appropriate interpretation of places of significance for Indigenous people</p>

Objectives	Performance indicators	Strategies
2.1 A resource efficient City	<ul style="list-style-type: none"> • Kerbside collection waste diverted from landfill • Percentage of Council buildings (floor space) audited for water efficiency 	<ul style="list-style-type: none"> 2.1.1 Reduce use of potable water 2.1.2 Increase use of wastewater from alternate supplies 2.1.3 Consider the waste hierarchy to promote a whole of life-cycle approach to purchasing decisions 2.1.4 Facilitate municipal waste management strategies to reduce waste to landfill
2.2 A low-carbon city well-adapted to changing climate conditions	<ul style="list-style-type: none"> • Percentage of Council buildings (floor space) audited for energy efficiency • Trees planted in the City 	<ul style="list-style-type: none"> 2.2.1 Reduce greenhouse gas emissions 2.2.2 Foster community resilience to a changing climate 2.2.3 Employ the principles of climate change adaptation in Council infrastructure 2.2.4 Increase tree canopy and enhance habitat corridors
2.3 A City with healthy waterways, biodiversity and ecosystems	<ul style="list-style-type: none"> • Percentage of Council managed conservation reserves with Reserve Management and Monitoring Plans 	<ul style="list-style-type: none"> 2.3.1 Ensure biodiversity is well managed and protected including Councils environmental reserves and private land 2.3.2 Maintain and improve rural land to ensure it is healthy and productive 2.3.3 Advocate to water authorities regarding the maintenance and protection of waterways 2.3.4 Reduce the inflow of contaminants and litter in water bodies 2.3.5 Improve the management of rural areas
2.4 A City growing and developing sustainably	<ul style="list-style-type: none"> • Photo voltaic cells (solar panels) installed on the roofs of Council buildings 	<ul style="list-style-type: none"> 2.4.1 Employ the principles of ecologically sustainable development in Council infrastructure 2.4.2 Advocate against noxious industries that adversely affect the wellbeing of the community or environment
2.5 An environmentally aware community that appreciates the City's unique environmental assets	<ul style="list-style-type: none"> • Participants (including volunteers) that attend sustainability events organised or supported by Council • Community sustainability events coordinated or supported by Council 	<ul style="list-style-type: none"> 2.5.1 Educate and engage the community in local environmental and sustainability issues 2.5.2 Facilitate access to and appreciation of local natural assets 2.5.3 Promote and support the interpretation of natural landscapes and cultural heritage

*Unless performance indicator is required under the Local Government Performance Reporting Framework



03

Theme three
A well planned and built City

Outcome three
A City with a clear vision to manage growth in sustainable and accessible way

Council is committed to ensuring that the growth and development of the City occurs in an accessible, fair and responsible way. Our community has told us that community infrastructure and connected and flexible transport networks will continue to be important. Public spaces should be created and maintained, providing places for everyone. The City should grow in a way that supports the health and wellbeing of the community. Council will not be able to achieve this alone and will be an advocate and partner with planning and service providers to work towards achieving this.




Objectives	Performance indicators	Strategies
<p>3.1 A City that strategically plans for growth and development</p>	<ul style="list-style-type: none"> Community perception of Council's performance on planning for a growing population 	<p>3.1.1 Appropriately plan for future development of greenfield land and ensure linkages to existing communities and assets</p> <p>3.1.2 Undertake integrated open space planning to ensure new neighbourhoods have timely access to parks, gardens, heritage places and natural assets</p> <p>3.1.3 Advocate, plan and deliver a City that connects people to education, employment, tourism and social interactions</p> <p>3.1.4 Advocate and support development and availability of diverse and affordable housing options</p> <p>3.1.5 Advocate to and work with State Government in planning for the City's growth areas</p> <p>3.1.6 Support the conservation and restoration of heritage places</p>
<p>3.2 Community facilities, infrastructure and services that are equitably planned for, provided and maintained</p>	<ul style="list-style-type: none"> Community satisfaction with Council facilities Percentage completion of the Annual Capital Works Program 	<p>3.2.1 Identify and address gaps in community infrastructure and open space</p> <p>3.2.2 Ensure facilities are designed and built to accommodate growth, diverse needs and future flexibility</p> <p>3.2.3 Ensure facilities are accessible, safe and well maintained</p> <p>3.2.4 Ensure existing assets are adequately resourced, maintained, fit for purpose and resilient to changing climate conditions</p> <p>3.2.5 Provide spaces and places for the community to meet, reflect and 'just be'</p> <p>3.2.6 Explore opportunities for the flexible delivery of Council services</p> <p>3.2.7 Advocate to resource providers to ensure secure public access to essential services</p>

<p>3.3 Public spaces that are vibrant and engaging places for all</p>	<ul style="list-style-type: none"> Community satisfaction with the maintenance of parks and gardens Community satisfaction with Council's provision of parks and gardens 	<p>3.3.1 Create diverse and inclusive opportunities for all people to enjoy and share time and spaces</p> <p>3.3.2 Provide existing and new public spaces that are accessible, safe and well maintained</p> <p>3.3.3 Provide appropriate facilities and resources across the public space network</p> <p>3.3.4 Provide and promote public art</p>
<p>3.4 A flexible, safe and health promoting transport network that enables people to move around</p>	<ul style="list-style-type: none"> Community satisfaction with the public transport network within the City Community satisfaction with parking and traffic management in the City 	<p>3.4.1 Advocate for public transport which creates a better developed network within and outside the municipality</p> <p>3.4.2 Promote active transport options in the road and open space network</p> <p>3.4.3 Ensure road networks are adequate, safe and contribute to the wellbeing of the community</p> <p>3.4.4 Support creation of a connected and active community through the design and delivery of walking and cycling networks</p>
<p>3.5 A City that encourages and enables people to work, shop and spend time locally</p>	<ul style="list-style-type: none"> Residents that agree the City of Melton is vibrant, accessible and engaging 	<p>3.5.1 Encourage a mix of local retail, industrial and commercial development</p> <p>3.5.2 Support local place making initiatives</p> <p>3.5.3 Facilitate the delivery of high quality public realm in all retail and commercial precincts</p> <p>3.5.4 Maintain and enhance the amenity of the public realm through graffiti removal, public art, street sweeping and beautification initiatives</p>

Council is committed to ensuring that the growth and development of the City occurs in an accessible, fair and responsible way.

Objectives	Performance indicators	Strategies
4.1 A diverse economy that fosters business growth, encourages new investment and leads and responds to change	<ul style="list-style-type: none"> Annual new planning permits issued for industrial and commercial properties Capital investment used for planning permits for industrial and commercial properties 	<ul style="list-style-type: none"> 4.1.1 Encourage competitive and sustainable business practices 4.1.2 Identify strategies and initiatives to support businesses to establish and grow 4.1.3 Engage and partner with businesses to understand their needs and objectives 4.1.4 Explore business opportunities linked to the digital economy and a digitally connected community
4.2 More local employment options with an increasing number of residents employed	<ul style="list-style-type: none"> The City's unemployment rate in the State of Victoria Unemployment rate Job vacancies within the Municipality publically advertised online 	<ul style="list-style-type: none"> 4.2.1 Facilitate pathways that encourage local employment in local businesses 4.2.2 Advocate to State and Federal governments and private industry for increased local employment opportunities 4.2.3 Advocate for improved public transport to connect residents with local employment opportunities
4.3 A visitor economy that adds value to local businesses	<ul style="list-style-type: none"> People engaged at visitor information points within the City Visitor engagements through digital channels 	<ul style="list-style-type: none"> 4.3.1 Promote and support existing tourism operators and attractions to increase visitation to the City and improve yield and support services 4.3.2 Provide targeted visitor information and support services 4.3.3 Develop, deliver and support festivals, events and celebrations in partnership with community and business 4.3.4 Increase investment in intercultural festivals and celebrations

Our community has told us that as the population grows, the need for local schools and tertiary providers will become critical.



04

Theme four
A strong local economy and a lifelong learning City

A strong local economy offers a variety of education, training, employment and visitor opportunities for all ages and life stages. Our community has told us that as the population grows, the need for local schools and tertiary providers will become critical. They want to study and work locally and have more local employment opportunities. Council is committed to creating a lifelong learning City, full of opportunities for all. We will work in partnership with the community, private sector and other levels of government to achieve this.



05

Theme five
A high performing organisation demonstrating leadership and advocacy

Outcome five
An organisation operating with innovation, transparency, accountability and sustainability

Council is committed to providing strategic leadership and working in collaboration to better engage, represent and communicate with our diverse community. We will ensure our services and facilities are efficient, effective and appropriate to get the best outcomes for our community. We will manage the municipality in an innovative, responsible and financially sustainable way that meets the needs and aspirations of current and future communities.






Objectives	Performance indicators	Strategies
4.4	<ul style="list-style-type: none"> A City with a variety of local education facilities and programs Community perception of Council advocacy for improved education facilities The rate of school leavers entering higher education, vocational education or employment 	<ul style="list-style-type: none"> 4.4.1 Advocate and plan for opportunities for local primary and secondary schools 4.4.2 Advocate and plan for opportunities for tertiary and vocational education and training providers 4.4.3 Advocate for inclusive education opportunities for all 4.4.4 Support local pathways between education, training and employment 4.4.5 Invest in programs that support children's growth and development 4.4.6 Facilitate local, national and international opportunities for education and lifelong learning
4.5	<ul style="list-style-type: none"> Lifelong learning opportunities are available and promoted People participating in neighbourhood house programs Community satisfaction with local library services 	<ul style="list-style-type: none"> 4.5.1 Partner with community organisations and the employment and education sectors to identify skills shortages and provide employment pathways 4.5.2 Promote learning for all aspects and stages of life 4.5.3 Facilitate flexible lifelong learning opportunities for all abilities through neighbourhood houses, community facilities and library services 4.5.4 Create a learning culture in the City through applying research and support for children, young people and families

Objectives	Performance indicators	Strategies
5.1 Deliberative engagement and effective communication with the community that informs planning and decision making	<ul style="list-style-type: none"> Community satisfaction with consultation and engagement* 	<p>5.1.1 Explore opportunities for deliberative community engagement</p> <p>5.1.2 Develop and deliver meaningful community engagement initiatives</p> <p>5.1.3 Provide meaningful engagement opportunities with under-represented and disengaged groups</p> <p>5.1.4 Deliver early engagement with new communities including newly arrived and settled communities and communities in growth precincts</p> <p>5.1.5 Explore new and emerging technologies to promote and provide accessible communication and engagement opportunities</p>
5.2 A flexible, innovative and creative organisation that responds to rapidly changing community and operating environments	<ul style="list-style-type: none"> Community perception that Council is efficient and well run Workforce turnover 	<p>5.2.1 Implement effective work practices supported by suitable technology to deliver services</p> <p>5.2.2 Promote and support the health and wellbeing of employees, Councilors, contractors and volunteers</p> <p>5.2.3 Plan for levels of service that balance community need with organisational capacity</p> <p>5.2.4 Leverage and partner with other levels of government, community organisations and the private sector to ensure community needs are met</p> <p>5.2.5 Invest in a skilled, motivated, aligned and performing workforce</p> <p>5.2.6 Practice a strategic evidence based approach to all Council processes</p>

*Directs performance indicator is required under the Local Government Performance Reporting Framework

Objectives	Performance indicators	Strategies
5.3 Effective civic leadership, advocacy, partnerships and good governance	<ul style="list-style-type: none"> Community satisfaction rating for Council making decisions in the best interest of the community Councillor attendance at Council meetings 	<p>5.3.1 Provide local leadership to ensure community interests and needs are met and planned for</p> <p>5.3.2 Provide training and development opportunities for Councilors to build their capacity as local leaders</p> <p>5.3.3 Work with regional partnerships to advocate for the needs of the community</p> <p>5.3.4 Continue to build a culture of emergency management preparedness within the organisation and community</p> <p>5.3.5 Actively pursue alternate means for funding to minimise the potential burden on the rate base</p> <p>5.3.6 Provide and maintain a high level of transparent, accountable, representative and effective governance</p> <p>5.3.7 Ensure Councilors are aware of their responsibilities under the Local Government Act 1989</p>
5.4 An organisation that demonstrates excellence in local government leadership and customer and community service	<ul style="list-style-type: none"> Community perception of Council's overall performance Working capital ratio 	<p>5.4.1 Comply with statutory requirements</p> <p>5.4.2 Maintain responsible and sustainable financial management</p> <p>5.4.3 Engage with all levels of government to support Council's capacity to deliver services and respond to changes in legislation</p> <p>5.4.4 Build community trust through responsible governance and transparent decision making</p> <p>5.4.5 Deliver effective and efficient customer service outcomes</p>

We will manage the municipality in an innovative, responsible and financially sustainable way that meets the needs and aspirations of current and future communities.



Melton City Council
Strategic Resource Plan 2017/2018 to 2020/2021

A Thriving Community Where Everyone Belongs



Melton City Council – Strategic Resource Plan 2017/2018 to 2020/2021

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Melton City Council – Strategic Resource Plan 2017/2018 to 2020/2021

1.0 EXECUTIVE SUMMARY

The key elements of Melton City Council's Strategic Planning Framework are our Council Plan, Strategic Resource Plan and the Annual Budget. In accordance with The Local Government Act 1989, and the Local Government (Planning and Reporting Regulations 2014 (the Regulations). The Strategic Resource Plan must be reviewed and adopted by Council by 30 June 2017.

The Strategic Resource Plan provides direction in future service planning and is a critical tool in identifying and managing Council's financial risks. The Plan informs Council decision-making in areas such as service levels, infrastructure management, rating strategy and investment targets, and then reflects the future impact of those decisions. The Plan also provides the long term, prudent and 'sustainable' financial framework within which Council will develop, consider and adopt the 2017/18 Budget.

Within this report there are some specific projects detailed (i.e. Capital Works over the next four years on page 14. It should be noted however; that this financial strategy does not attempt to set in concrete any item in particular; rather, it provides a financial framework that shows the amount of funds Council will have at its discretion over a period. It is in this way that financial modeling can be undertaken as project costs are firmed and submitted to the annual budget process.

Council, in adopting a long-term financial strategy (and carrying out regular reviews) is ensuring financial resources are available over the long term. It also reinforces the Council's ability to renew the required infrastructure and fund new capital works, plus adequately resource the business plans contained in the Council Plan enabling the overarching Council vision to become a reality.

Strong financial management has become a necessary ingredient for Local Government and in particular for Melton City Council which is currently in an environment of rapid growth with increasing demand for facilities and services for the growing community. In facing this challenge, Melton City Council will be confronted with some difficult decisions regarding revenue streams particularly rating, borrowing limits, increasing costs and the desire for new and refurbished facilities which will also impact on expenditures over the next few years.

The Strategic Resource Plan is based on the following key objectives:

- To build community wealth through the achievement of operating surpluses growth in cash reserves;
- To continue to deliver high quality services to the community;
- To minimize net borrowing in the medium and long term;
- Council capital works program funding from internally generated funds and moderate net new borrowings during the currency of this Strategic Resource Plan;
- To maximise returns on Council's investments;
- To maintain a responsible and sustainable asset management program; and
- Early delivery of infrastructure to growth areas.

In turn, specific financial goals have been established to support management and Council decision making, and to track progress against objectives.

These goals are:

- Sustain underlying surplus from annual operations during the currency of this Strategic Resource Plan;
- Maintain a balanced, annual cash budget;
- Target a minimum of \$80.0 million and above in cash and investment reserves including developer contributions reserve funds held for future capital works;
- Maintain a minimum working capital of \$3.5 million; and
- Maintain growth in net assets.

The Strategic Resource Plan is not a static document, but is reviewed at least annually as part of Council's strategic planning and budget process and is updated to reflect changing internal and external circumstances.

The impact of the recently implemented Infrastructure Contributions Plan (ICP) system is being analysed and will factor into Council's future Precinct Structure Plan (PSP) projections, as land is developed under this new ICP system.

Melton City Council – Strategic Resource Plan 2017/2018 to 2020/2021

2.0 FINANCIAL PERFORMANCE

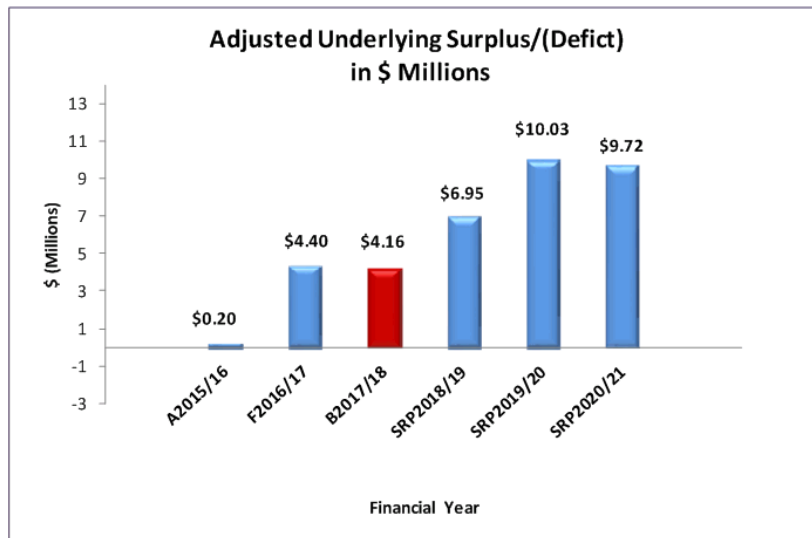
Financial performance refers to the net outcome of all revenues and expenditure from Council’s operating activities during a financial year. It is presented in the Budgeted Income Statement in terms of both an underlying surplus or deficit and also a comprehensive result.

The underlying result is the net surplus or deficit for the year adjusted for non cash developer contributions, gains or losses on disposal of assets sold, capital grants and other once-off adjustments. It is a measure of financial sustainability, as it is not impacted by non-recurring or once-off items of revenues and expenses, which can often mask the operating result.

It should however be noted that land sales revenue is considered operational income in the computation of underlying result. This is because Melton is a joint developer in the Atherstone property development and land sales income is a regular component of the Melton’s total operational revenue and will continue to remain so in the next 15 to 20 years.

The council is in a period of rapid growth and while this is expected to extend well into the next decade, the magnitude and pace of the projected growth poses significant challenges to Council.

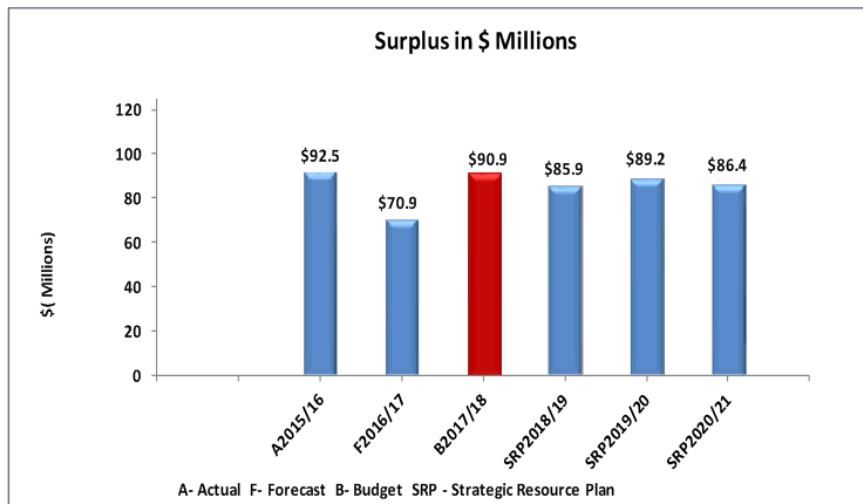
The adjusted underlying results, shows an underlying surplus of \$4.16 million in 2017/18. The higher underlying results in 2016/17 and 2017/18 are a result of growth in revenue and Council holding costs constrained. The higher levels of growth projected is expected to yield significant increase in the underlying results during the currency of this Strategic Resource Plan.



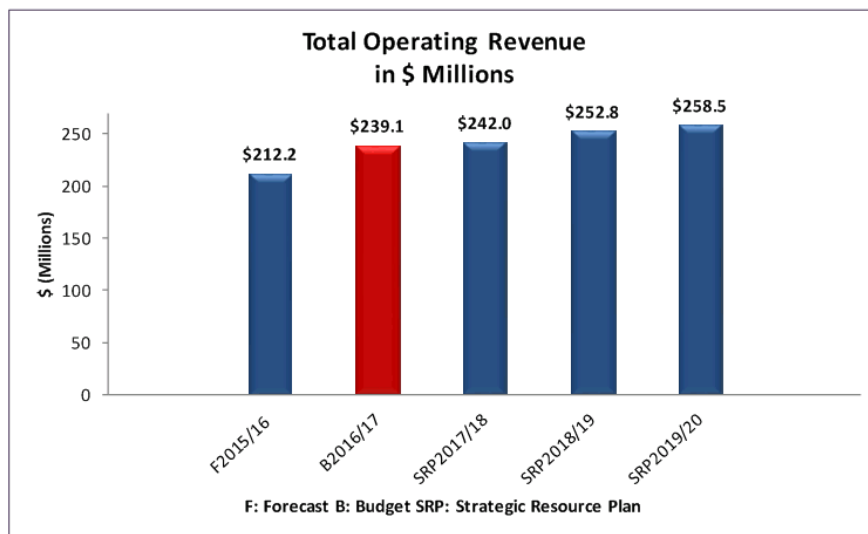
Melton City Council – Strategic Resource Plan 2017/2018 to 2020/2021

The comprehensive surplus is the total after accounting for both operating and non operating items. These include gain/loss on sale of assets, capital grants and contributed assets.

Council's comprehensive surplus before revaluation increment is projected to increase from a forecast surplus of \$70.9 million in 2016/17 to \$86.4 million by 2020/21.



Total revenue is projected to increase from a forecast \$239.1 million in 2016/17 to \$258.5 million by 2020/21. This is an increase of over \$19.4 million or 8.1% compared to 2016/17 forecast results.



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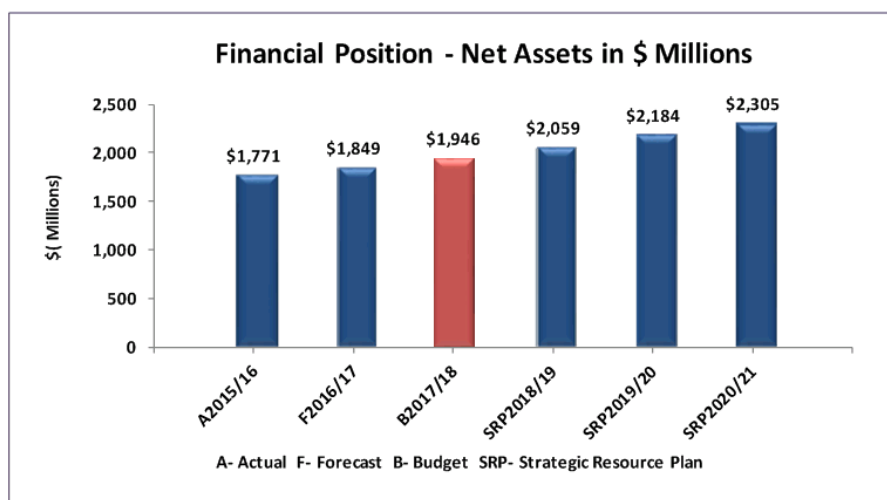
Other assumptions built in for revenue and operating expenditure are discussed in detail under Section 8, Assumptions on Pages 8 to 10.

3.0 FINANCIAL POSITION

Financial Position refers to a “snap shot” of all assets (what Council owns) and Liabilities (what Council owes) at the end of the financial year. It is presented as the Budgeted Balance Sheet and the reported net assets (i.e. Assets less liabilities), representing the net worth, or value of Council.

The Current (Liquidity) Ratio (or Current assets over Current Liabilities) measures the liquidity situation of Council, or our ability to meet short term (less than twelve months) financial obligations. Throughout the planning period, Council’s liquidity ratio exceeds the target ratio between of 2.5 to 3.0.

Council’s net assets will increase in value from a forecast \$1.8 billion in 2016/17 to \$2.3 billion by 30 June 2021. This is a net increase of \$456 million reflecting the net outcome of annual capital expenditure, contributed assets, asset disposals, depreciation including the impact of asset revaluations.

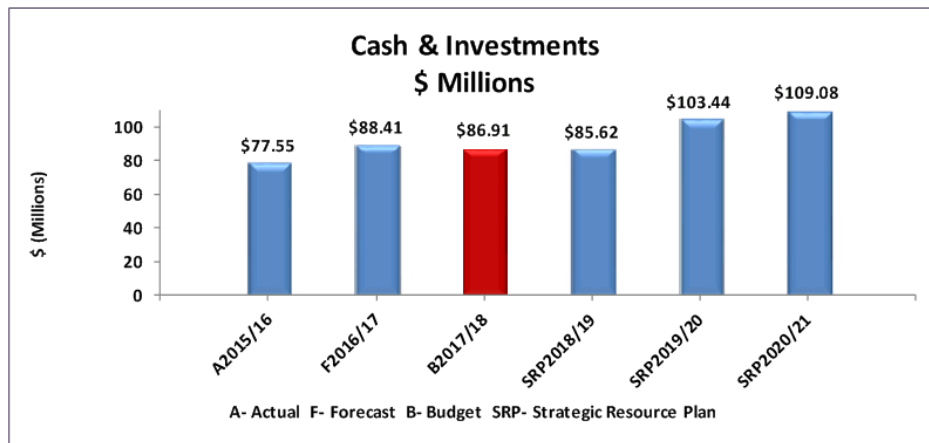


4.0 CASH FLOW

Cash flow refers to the inflows and outflows of cash during the financial year in the performance of all activities. The Budgeted Cash Flow Statement presents this information in three main areas – operating activities (i.e. normal receipts and payments from operations), investing activities (addition and disposal of non current assets) and financing activities (loan borrowings and repayments). The statement explains the reasons for movement in cash reserves between the start and end of year.

The Council cash holding during the planning period is illustrated in the attached chart. Cash and equivalents at end of the year depends heavily on the level of capital expenditure budgeted in each year. The projected balances are based on the assumption that the Capital expenditure budgeted for the year will be completed before the end of the financial year.

Melton City Council – Strategic Resource Plan 2017/2018 to 2020/2021



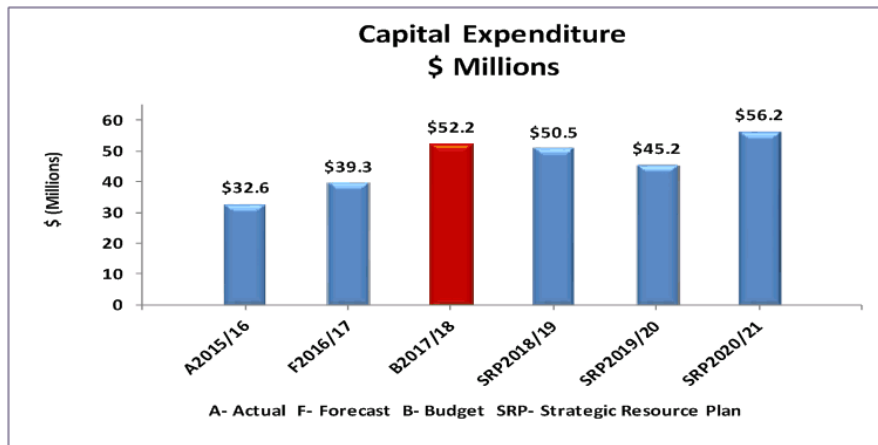
The 2016/2017 Strategic Resource Plan is framed around having sufficient cash reserves to cover restricted assets which are primarily developer contributions, construction retentions, maintenance bonds and also a working capital limit of \$3.5 million to meet day to day needs. Cash and Investment balances in the planning period are projected to be in a strong position around the \$109 million mark by 2020/21. It is worth noting that this is after delivering a average annual capital works program of \$51.0 million (total over 4 years of \$204.0 million) and repayments of existing loans of \$11.4 million, with no new borrowing over the planning period. This is however based number of projections such as the demand for housing will be strong over the next four years and will deliver land sales revenue from Council's joint development of \$ 41.7 million, capital grants from state and federal sources of \$27.2 million and also \$42.0 million cash contributions from developers. These estimates while quite significant are nevertheless based on the continuing trend the Council has experienced over the last few years.

5.0 CAPITAL EXPENDITURE

Capital expenditure refers to Council's expenditure in constructing, renewing, expanding or upgrading its physical assets (infrastructure, facilities etc.) to meet the community's service needs. Capital expenditure is added to Council's non-current assets value on the Statement of Financial Position at the end of the financial year, and represents a significant component of council's annual cash outflows.

Council's Strategic Resource Plan ensures that a significant proportion of cash flow from operating activities is directed to the capital works program over the next 4 years.

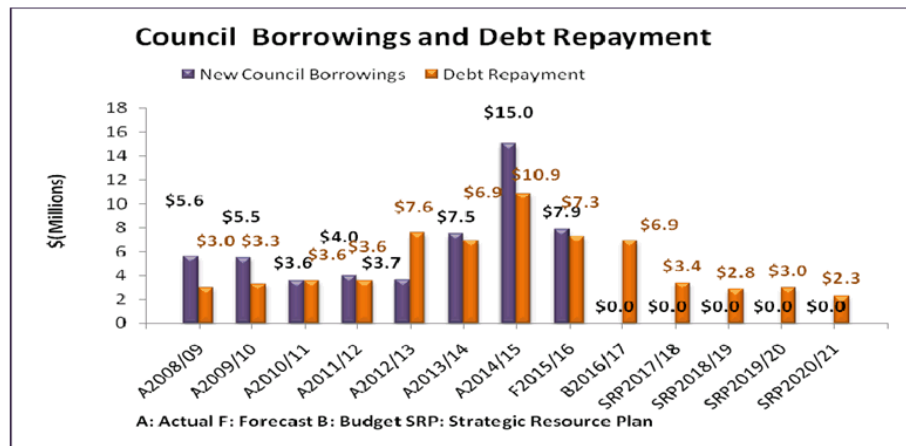
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The forecasted capital expenditure in 2016/17 is \$39.3 million. An extensive capital works program of over \$204.0 million is proposed over the next 4 year period, from 2017/2018 to 2020/21. The 2017/18 Capital expenditure of \$52.2 million includes carry forward works of \$11.3 from 2016/17. Excluding this amount from the capital works over the 4 years amounts to an average capital expenditure of around \$51.0 million each year. The capital works program is funded from general rate revenue, developer contributions, capital contributions and asset sales.

6.0 Borrowings

There is no new borrowing planned in 2016/17 to deliver a capital works program of \$39.3 million by the end of the current financial year. No new borrowings are envisaged for the period from 2017/18 to 2020/21 in this strategic resource plan. The Council also plans to repay approximately \$11.4 million of maturing debt from internally generated funds. This is in line with the Council's borrowing strategy.



Melton City Council – Strategic Resource Plan 2017/2018 to 2020/2021**7.0 NON FINANCIAL RESOURCES**

In determining the long term financial strategy, the Council has paid due consideration to the need for increasing the level of non financial resources each year such as additional staff numbers, plant, furniture and equipment, facilities and infrastructure that are required to service the growing demand for services in the planning period.

Budgeted Statement of Human Resources	Strategic Resource Plan				
	Forecast	Budget			
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff Expenditure					
Executive Management	1,505	1,693	1,794	1,892	2,001
Corporate Services Management	9,326	9,721	10,189	10,749	11,367
Planning and Development Management	15,976	17,429	18,458	19,472	20,590
Community Services Management	23,034	24,563	26,014	27,443	29,019
Total Staff	49,841	53,406	56,454	59,556	62,976

Budgeted Statement of Human Resources	Strategic Resource Plan				
	Forecast	Budget			
	2016/17	2017/18	2018/19	2019/20	2020/21
Projected Staff Numbers	\$'000	\$'000	\$'000	\$'000	\$'000
Staff Expenditure					
Executive Management	12.0	12.2	13.2	13.7	13.7
Corporate Services Management	87.6	89.0	92.0	94.5	97.0
Planning and Development Management	174.5	168.9	172.2	175.7	180.0
Community Services Management	241.2	262.6	265.9	270.3	274.6
Total Staff	515.2	532.7	543.3	554.2	565.3

Melton City Council – Strategic Resource Plan 2017/2018 to 2020/2021**8.0 ASSUMPTIONS**

Factors applied in the development of the financial forecasts are summarised below:

8.1 Cash Flow

For cash flow projection purposes, collection of revenues and payment of accounts are assumed to hold a pattern similar to previous years and close to 100% of the amount accrued in the year.

8.2 Consumer Price Index (CPI)

Consumer Price Index (CPI) over the planning period is projected at rates shown in the table below:

	2017/18	2018/19	2019/20	2020/21
CPI (projected)	2.0%	2.25%	2.5%	2.5%

8.3 Rates & Charges Income

Rates & charges Income are projected to increase during the next four years based on rate increases and growth in assessments as follows:

	2017/18	2018/19	2019/20	2020/21
General Rate Increase	2.0%	2.0%	2.0%	2.0%
Growth in Assessments	4.3%	8.4%	4.2%	2.7%

8.4 User Fees & Charges

Other fees and charges are expected to increase as per below.

	2017/18	2018/19	2019/20	2020/21
Other Fees & Charges	3.5%	3.25%	3.5%	3.5%

8.5 Developer Contributions

Developer cash and non cash contributions are projected as follows.

	2017/18	2018/19	2019/20	2020/21
Cash Contributions(\$ Millions)	8.4m	12.5m	12.8m	8.5m
Non Cash Contributions(\$ Millions)	\$72.9m	\$57.5m	\$60.5m	\$61.4m

Melton City Council – Strategic Resource Plan 2017/2018 to 2020/2021**8.6 Grants and Capital Contributions**

Grants incomes are as outlined below.

	2017/18	2018/19	2019/20	2020/21
Grants Commission	\$14.03m	\$14.49m	\$15.0m	\$15.53m
Other Operating Grants	\$10.61m	\$10.96m	\$11.34m	\$11.74m
Capital Grants (\$ Millions)	\$5.5m	\$9.0m	\$5.9m	\$6.8m

8.7 Proceeds from Asset Sales

Significant asset sales revenue has been assumed for the planning period going forward. This includes property sales revenue from joint development agreements entered into by the Council, which will have significant positive cash flow impact on the Council finances over the long term. Asset sales figures shown below also includes sale of Council fleet.

	2017/18	2018/19	2019/20	2020/21
Assets Sales (\$ Millions)	\$12.82m	\$9.02m	\$9.66m	\$10.21m

8.8 Interest on Investments

Investment income is based on projected cash & investment balances available for investment each year. It is recognised that investment income will be based on the average cash funds available throughout the year for investment. This may vary significantly from the end of year cash balance at balance date shown in the Budgeted Cash Flow Statement and the Budgeted Balance Sheet. Investment income is grouped under other income in the operating statement.

	2017/18	2018/19	2019/20	2020/21
Interest income (\$ Millions)	\$1.83m	\$1.94m	\$2.36m	\$2.65m

8.9 Employee Costs

	2017/18	2018/19	2019/20	2020/21
EBA/WPI	2.5%	2.5%	3.0%	3.25%
Staff Oncosts	20%	20%	20%	20%

EBA – Enterprise Bargaining Agreement
WPI- Wage Price Index

	2017/18	2018/19	2019/20	2020/21
Employee Numbers (EFT)	532.7	543.3	554.2	565.3

EFT – Equivalent Full-Time

Melton City Council – Strategic Resource Plan 2017/2018 to 2020/2021**8.10 General Expenditure**

Specific cost forecasts have been used for significant non-discretionary expenditure items in 2016/17, where such information is presently available. The remaining general operating expenditure items are projected to increase as outlined below:

	2017/18	2018/19	2019/20	2020/21
Materials and Services	-1.75%	3.9%	4.16%	4.2%

8.11 Capital Expenditure

The Capital works expenditure projections are based on Council's draft 10 year capital works program, reflecting works carried forward, committed future works, asset refurbishment works, plant replacement program and planned major projects.

	2017/18	2018/19	2019/20	2020/21
Capital Expenditure (\$ Millions)	\$52.17m	\$50.47m	\$45.20m	\$56.17m

8.12 Borrowing

	2017/18	2018/19	2019/20	2020/21
Total New Borrowings (\$ Millions)	nil	nil	nil	nil
Total Repayment (\$ Millions)	\$3.38m	\$2.83m	\$2.97m	\$2.30m

8.13 Cost of Assets Sold

Projected cost of assets sold year-by-year is based on the level of asset sales. The impact of asset revaluation is reflected in the written down value of assets sold.

	2017/18	2018/19	2019/20	2020/21
Written Down Value of Assets Sold (\$ Millions)	\$7.22m	\$5.14m	\$5.51m	\$5.82m

8.14 Depreciation

The Depreciation charges for the year take into account the impact of capital expenditure, disposals, contributed assets and expected asset life during the planning period.

	2017/18	2018/19	2019/20	2020/21
Depreciation & Amortization (\$ Millions)	\$29.42m	\$30.77m	\$31.84m	\$32.94m

Melton City Council – Strategic Resource Plan 2017/2018 to 2020/2021

1.0 Budgeted Comprehensive Income Statement

For the year ending 30 June

Budgeted Comprehensive Income Statement Year Ended 30th June	Forecast 2016/17 \$'000	Strategic Resource Plan Projections			
		Budget 2017/18 \$'000	Projections 2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Income					
Rates and charges	99,076	104,277	115,167	123,684	129,848
Statutory fees and fines	3,029	3,295	3,402	3,521	3,644
User fees	9,941	9,984	10,310	10,670	11,044
Contributions - monetary	14,051	8,357	12,463	12,811	8,445
Contributions - non-monetary assets	43,060	72,953	57,552	60,467	61,451
Grants - Operating (recurrent)	23,727	24,368	25,160	26,040	26,952
Grants - Operating (non-recurrent)	339	281	290	301	311
Grants - Capital (non-recurrent)	9,348	5,465	8,970	5,870	6,770
Net gain on disposal of assets	4,576	5,600	3,880	4,155	4,391
Other income	5,099	4,563	4,764	5,283	5,669
Share of net P/L of assoc. and joint ventures					
Total Income	212,246	239,144	241,958	252,802	258,525
Expenses					
Employee costs	49,841	53,406	56,454	59,556	62,976
Materials and services	59,348	58,424	60,701	63,226	65,879
Bad and doubtful debts	400	400	461	373	391
Depreciation and amortisation	25,362	29,417	30,774	31,839	32,941
Finance costs	1,322	961	785	644	503
Other expenses	5,118	5,602	6,844	7,987	9,445
Total Expenses	141,391	148,210	156,019	163,624	172,135
Surplus/(Deficit)	70,855	90,934	85,939	89,178	86,390
Other comprehensive income					
Items that will not be reclassified to surplus or deficit:					
Net revaluation increment/decrement			30,101	31,150	32,220
Share of other comprehensive income of assoc. and joint vent.					
Items that may be reclassified to surplus or deficit in future periods					
Total Comprehensive Result	70,855	90,934	116,040	120,327	118,610

Melton City Council – Strategic Resource Plan 2017/2018 to 2020/2021

2.0 Budgeted Balance Sheet
For the year ending 30 June

Balance Sheet As at 30 June	Forecast 2016/17	Strategic Resource Plan Projections			
	\$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Current assets					
Cash and cash equivalents	88,412	86,912	85,623	103,437	109,077
Trade and other receivables	2,958	7,346	9,616	10,074	10,314
Other Financial assets	2,180	2,190	2,147	2,105	2,155
Inventories	25	25	26	26	27
Non Current Assets held for resale	2,500	3,000	3,104	3,209	3,222
Other assets					
Total current assets	96,075	99,473	100,516	118,851	124,795
Non-current assets					
Trade & other Receivables					
Property Plant & Equipment	1,793,160	1,884,373	1,985,595	2,090,299	2,203,640
Inventories	52	57	67	68	69
Investment property	7,000	7,500	9,000	9,500	9,800
Intangible assets	4,011	3,684	3,357	3,030	2,703
Other assets	1,410	1,425	659	311	167
Total non-current assets	1,805,633	1,897,039	1,998,678	2,103,208	2,216,379
Total Assets	1,901,708	1,996,512	2,099,195	2,222,059	2,341,174
Current liabilities					
Trade and other payables	14,150	14,400	6,320	6,645	7,048
Trust funds & deposits	2,170	2,259	2,258	2,309	2,184
Provisions	9,062	9,400	9,752	10,070	10,580
Interest-bearing loans and borrowings	3,380	2,826	2,967	2,306	2,402
Other current liabilities					
Total Current Liabilities	28,762	28,886	21,297	21,330	22,214
Non-current liabilities					
Provisions	2,202	2,227	1,976	1,703	1,409
Interest bearing loans & borrowings	18,773	15,947	12,980	10,674	8,272
Other non current liabilities	3,150	3,465	3,742	4,042	4,365
Total non current liabilities	24,125	21,639	18,698	16,419	14,046
Total Liabilities	52,887	50,524	39,995	37,749	36,260
Net Assets	1,848,821	1,945,988	2,059,199	2,184,310	2,304,914
Equity					
Accumulated surplus	1,044,150	1,135,084	1,221,023	1,310,201	1,396,591
Asset revaluation reserve	752,124	752,124	782,225	813,375	845,595
Other reserves	52,547	58,780	55,951	60,734	62,728
Total Equity	1,848,821	1,945,988	2,059,199	2,184,310	2,304,914

Melton City Council – Strategic Resource Plan 2017/2018 to 2020/2021

3.0 Budgeted Statement of Cash Flows

For the year ending 30 June

Budgeted Statement of Cash Flows As at 30 June	Strategic Resource Plan Projections				
	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Cash flows from operating					
Receipts					
General rates	98,879	104,177	116,297	123,131	129,416
Grants Income - Operating & Capital	33,414	30,115	34,758	32,067	33,919
Interest	2,618	1,830	1,943	2,363	2,647
User charges	12,505	13,454	13,847	14,128	14,639
Contributions & Reimbursements	14,051	8,357	12,463	12,811	8,445
Other revenue	2,543	2,563	2,971	2,849	2,984
Total Receipts	164,010	160,496	182,279	187,349	192,050
Payments					
Employee costs	48,804	53,043	59,810	59,082	62,450
Contractor payments	41,504	41,928	44,131	44,231	46,155
Other expenses	22,509	23,337	27,912	26,887	29,033
Financing Costs					
Total Payments	112,816	118,308	131,853	130,200	137,638
Net cash provided by operating activities	51,193	42,188	50,426	57,149	54,412
Cash flows from investing activities					
Proceeds from sales of property, plant and equipment	12,236	12,826	9,025	9,661	10,212
Payments for property, plant and equipment	-39,336	-52,173	-50,475	-45,199	-56,175
PSP Rolling Credit Payments	-5,000		-5,078		
			-1,576	-186	
Net cash used in investing activities	-32,100	-39,347	-48,104	-35,724	-45,963
Cash flows from financing activities					
Finance costs	-1,322	-961	-785	-644	-503
Proceeds from borrowings					
Repayment of borrowings	-6,914	-3,350	-2,826	-2,967	-2,306
Net Cash used in financing activities	-8,236	-4,341	-3,611	-3,611	-2,809
Net decrease in cash & cash equivalents	10,857	-1,500	-1,289	17,814	5,640
Cash & equivalents at beginning of year	77,555	88,412	86,912	85,623	103,437
Cash & equivalents at 30 June	88,412	86,912	85,623	103,437	109,077

Melton City Council – Strategic Resource Plan 2017/2018 to 2020/2021

4.0 Budgeted Capital Works Statement

For the year ending 30 June

Budgeted Statement of Capital Works For the years ending 30th June	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections			
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	
Property						
Land	1,439	1,030				
Total Land	1,439	1,030				
Buildings & Building Improvements						
Buildings	4,133	5,458	8,186	11,725	27,876	
Building Improvements						
Total Buildings	4,133	5,458	8,186	11,725	27,876	
Total Property	5,572	6,488	8,186	11,725	27,876	
Plant and equipment						
Plant, machinery and equipment	1,100	1,250	1,250	1,250	1,250	
Fixtures, fittings and furniture	185	181				
Computers and telecommunications	362	320	320	320	320	
Library books	360	375	375	375	375	
Total Plant and Equipment	2,007	2,126	1,945	1,945	1,945	
Infrastructure						
Roads	20,480	15,701	15,223	12,959	7,601	
Bridges	317	4,570	370	370	370	
Drainage	866	560	330	390	230	
Recreational, leisure and community facilities	5,511	19,021	19,264	15,550	2,580	
Footpaths and Cycleways		1,305	2,052	1,805	1,650	
Other Infrastructure	4,584	2,402	3,105	455	13,923	
Total Infrastructure	31,758	43,559	40,344	31,529	26,354	
Total capital works expenditure	39,337	52,173	50,475	45,199	56,175	
Represented by:						
Asset renewal expenditure	13,938	16,314	13,585	12,985	13,055	
New asset expenditure	15,358	25,567	34,097	26,276	38,976	
Asset Upgrade expenditure	5,101	3,493	2,643	2,583	3,894	
Asset expansion expenditure	4,940	6,809	150	3,355	250	
Total capital works expenditure	39,337	52,173	50,475	45,199	56,175	
Represented by:						
Grants Income	2,621	5,465	8,970	5,870	6,770	
Developer Contributions	11,754	5,653	11,042	8,875	6,947	
Funded from Operating Surplus	9,505	29,777	30,463	30,454	42,458	
Funded from carry Forward Surplus	15,457	11,278				
Total capital works expenditure	39,337	52,173	50,475	45,199	56,175	

Melton City Council – Strategic Resource Plan 2017/2018 to 2020/2021

5.0 Budgeted Statement of Changes in Equity

For the year ending 30 June

Budgeted Statement of Changes in Equity For the years ending	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Year Ended 30th June 2018				
Balance at beginning of the financial year	1,848,821	1,044,150	752,124	52,547
Interest Income	850			850
Comprehensive result	90,934	90,934		
Net asset revaluation Increment/(decrement)				
Other PSP related Transfers				
Transfers to reserves	12,286			12,286
Transfers from Reserves	-6,903			-6,903
Balance at end of Financial Year	1,945,988	1,135,084	752,124	58,780
Year Ended 30th June 2019				
Balance at beginning of the financial year	1,945,988	1,135,084	752,124	58,780
Interest Income	878			878
Comprehensive result	85,939	85,939		
Net asset revaluation Increment/(decrement)	30,101		30,101	
Impairment losses on revalued assets	-5,078			-5,078
Other PSP related Transfers				
Transfers to reserves	13,663			13,663
Transfers from Reserves	-12,292			-12,292
Balance at end of Financial Year	2,059,199	1,221,023	782,225	55,951
Year Ended 30th June 2020				
Balance at beginning of the financial year	2,059,198	1,221,023	782,225	55,951
Interest Income	898			898
Comprehensive result	89,178	89,178		
Net asset revaluation Increment/(decrement)	31,150		31,150	
Transfers to reserves	14,011			14,011
Transfers from Reserves	-10,125			-10,125
Balance at end of Financial Year	2,184,310	1,310,201	813,375	60,734
Year Ended 30th June 2021				
Balance at beginning of the financial year	2,184,310	1,310,201	813,375	60,734
Interest Income	546			546
Comprehensive result	86,390	86,390		
Net asset revaluation Increment/(decrement)	32,220		32,220	
Other PSP related Transfers				
Transfers to reserves	9,645			9,645
Transfers from Reserves	-8,197			-8,197
Balance at end of Financial Year	2,304,914	1,396,591	845,595	62,728

Melton City Council – Strategic Resource Plan 2017/2018 to 2020/2021

6.0 Budgeted Statement of Human Resources

For the year ending 30 June

Budgeted Statement of Human Resources	Strategic Resource Plan				
	Forecast 2016/17	Budget 2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff Expenditure					
Executive Management	1,505	1,693	1,794	1,892	2,001
Corporate Services Management	9,326	9,721	10,189	10,749	11,367
Planning and Development Management	15,976	17,429	18,458	19,472	20,590
Community Services Management	23,034	24,563	26,014	27,443	29,019
Total Staff	49,841	53,406	56,454	59,556	62,976

Budgeted Statement of Human Resources	Strategic Resource Plan				
	Forecast 2016/17	Budget 2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff Expenditure					
Employee Costs - Operating	49,841	53,406	56,454	59,556	62,976
Employee Costs - Capital					
Total Staff Costs	49,841	53,406	56,454	59,556	62,976
Total Staff Numbers (EFT)	515.2	532.7	543.3	554.2	565.3

Melton City Council – Strategic Resource Plan 2017/2018 to 2020/2021

Budgeted Statement of Human Resources Projected Staff Numbers	Strategic Resource Plan				
	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff Expenditure					
Executive Management	12.0	12.2	13.2	13.7	13.7
Corporate Services Management	87.6	89.0	92.0	94.5	97.0
Planning and Development Management	174.5	168.9	172.2	175.7	180.0
Community Services Management	241.2	262.6	265.9	270.3	274.6
Total Staff	515.2	532.7	543.3	554.2	565.3

End of Report

Melton Civic Centre

232 High Street, Melton
T 9747 7200

Melton Library and Learning Hub

31 McKenzie Street, Melton
T 9747 7200

**Caroline Springs Library
and Learning Hub**

193 Caroline Springs Boulevard
Caroline Springs
T 9747 7200

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