DRAFT

MELTON CITY COUNCIL
DRAFT COUNCIL AND WELLBEING PLAN 2017-2021

A Thriving Community Where Everyone Belongs

Public Exhibition Document
(4 May to 1 June 2017)

Acknowledgement of Traditional Owners

The City of Melton 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 on-going 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.

City of Melton advocates for Aboriginal and Torres Strait Islander peoples' right to self-determination.

Melton Council Statement of Commitment

Contents

1. Message from the Mayor and Chief Executive Officer

To be inserted

2. 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 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 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).

3.   Introduction

3.1. 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. 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 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 (www.melton.vic.gov.au).

3.2. 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 produce a four-year Council Plan in the year after a general Council election.

MPHWPs are prepared in accordance with the Public Health and Wellbeing Act. This 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.

Inclusion of the MPHWP into the Council Plan is permitted under the provision of the Public Health and Wellbeing Act. This is the first time 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 is reviewed each year to reflect the evolving needs of our growing community. The progressive achievement of the Plan is reported to the community in Council's Annual Report.

The Council and Wellbeing Plan contains the following elements:

Themes	The focus areas that bring together issues, opportunities and activity to achieve Council's vision for the community.
Strategic Outcome	Describes the future condition upon the achievement of the theme area's committed objectives.
Objectives	The strategic purpose statements that set the direction to manage underlying issues or take advantage of presenting opportunities.
Strategies	The set of approaches that describes how Council will implement the achievement of each objective. Strategies connect to Council's ongoing services and priority projects, initiatives and programs.
Performance Indicators	The data that is evaluated to monitor how well Council is progressing towards achieving the Plan's objectives.
Health and Wellbeing icons (♥)	Objectives, strategies and indicators with a strong health and wellbeing focus have been identified with a health and wellbeing icon ♥.

3.3. Integrated Planning and Reporting Framework

Melton City Council has developed a strategic and integrated approach to planning and delivering services to meet current and future needs of the community.

Integrated planning and reporting aims to ensure we remain an adaptive, responsive and viable local government authority. This is facilitated by understanding what our community aspires to; setting direction within our resource capability and allowing Council to make informed decisions on behalf of our community.

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 to and how it will get where 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 by implementing the Council and Wellbeing Plan, Council is well placed to make a positive contribution to its achievement.

The Council and Wellbeing 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 Council and Wellbeing 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 Council and Wellbeing 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.

Figure 1: Integrated Planning and Reporting Framework
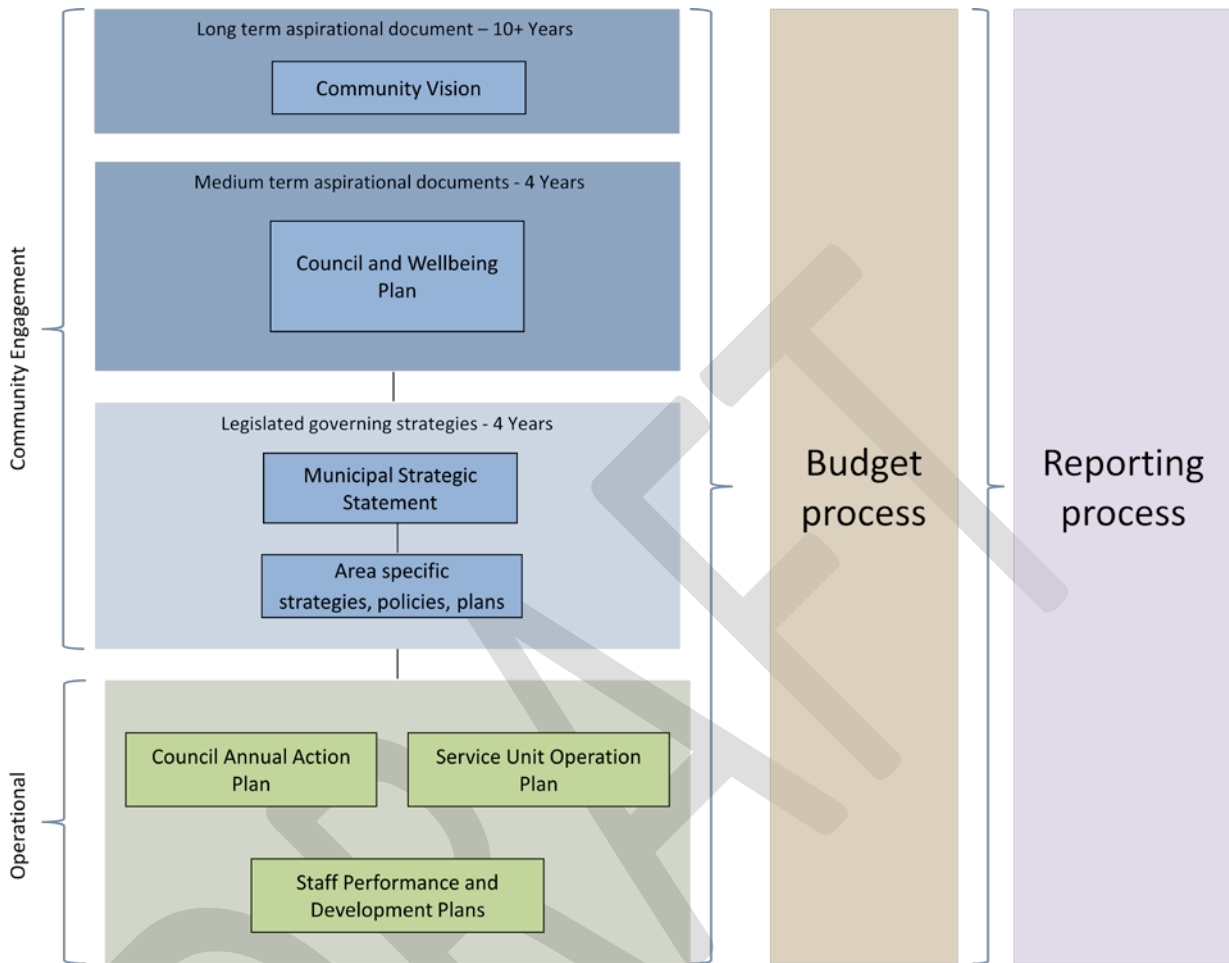
3.4. How the Council and Wellbeing Plan was developed

The Council and Wellbeing 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 to identify aspects of the municipality that they would like to see improved or protected. The consultation offered multiple avenues for engagement including a survey, through schools, community programs, festivals and events and online platforms. Community workshops and two community forums were also held.

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

3.5. How the Plan will be implemented, monitored and reviewed

Each year, Council produces 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 Council and Wellbeing Plan to maintain its relevance to our operating environment.

4. The City of Melton

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

Council's traditional population centre, Melton township, comprises the suburbs of Melton, Melton West, Melton South, Kurunjang and Brookfield and is centred on the Melton major activity centre, around 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 Toolern Vale and the growth suburbs of Diggers Rest, Eynesbury, Harkness, Aintree, Bonnie Brook, Cobblebank, Deanside, Fieldstone, Fraser Rise, Grangefields, Ravenhall, Rockbank, Strathtulloh, Thornhill Park, Truganina and Weir Views.

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

4.2. 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 the areas now covered by the 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, encouraging 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, the Melton was declared as 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.

4.3. 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 6000 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 be a City of more than 400,000 people.

4.4. 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, currently call the City home. 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.

4.5. 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.

5. Melton City Council

5.1. The role of Council

The Local Government Act 1989 (Vic) sets out the primary purposes and objectives of Councils and defines theirs 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 www.localgovernment.vic.gov.au or visit the websites of the three main local government peak bodies:

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

5.2. 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 sophie.ramsey@melton.vic.gov.au Deputy Mayor, Cr Bob Turner 0412 584 224 bob.turner@melton.vic.gov.au Cr Melissa De Santis 0437 236 597 melissa.desantis@melton.vic.gov.au Cr Ken Hardy 0437 226 887 ken.hardy@melton.vic.gov.au
Cambridge Ward	Cr Steve Abboushi 0437 231 680 steve.abboushi@melton.vic.gov.au 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 Carli 0409 951 020 lara.carli@melton.vic.gov.au Cr Michelle Mendes 0437 249 824 michelle.mendes@melton.vic.gov.au

5.3. 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
Appointed as CEO in May 2011, Kelvin provides strategic guidance for the management and development of Melton City Council. Kelvin is responsible for providing strong leadership to the organisation and oversees the management and operations of Council.

Kelvin holds a Bachelor in Economics and is a qualified CPA. He has over 25 years experience in Local Government.

General Manager Community Services, Maurie Heaney
Maurie has over 25 years of experience in Local Government in the management of service delivery. His experience in the past has been planning for major infrastructure and service delivery to meet the community's needs. His portfolio at Melton City Council includes the provision of service delivery, which includes service units such as Community Care, Families and Early Years, 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, Engineering Services, Capital Projects and Operations. Luke holds a Bachelor of Applied Science (Environmental Planning) and a Graduate Diploma in Cultural Heritage.

General Manager Corporate Services, Peter Bean
Peter has worked in Local Government for over 25 years in Councils in metropolitan and interface areas of Melbourne as well as North Eastern Victoria. His portfolio covers areas such as Finance, Risk and Performance, Information Services, People and Culture and Engagement and Advocacy. Peter holds a Bachelor of Business (Local Government), Graduate Certificate in Local Government Management and a Masters of Business Administration.

5.4. 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
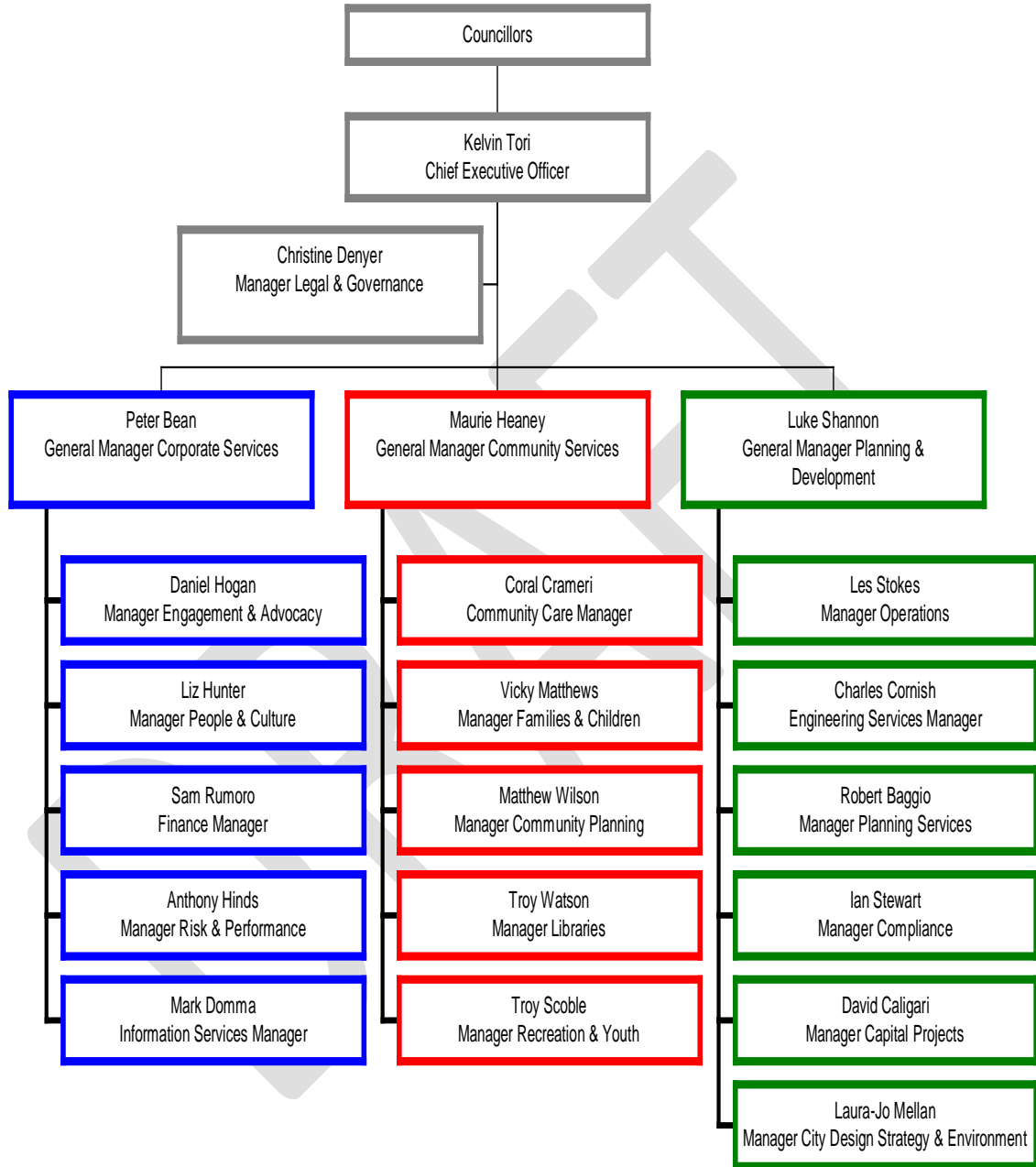
5.5. Our mission

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.

5.6. 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

6. Wellbeing commitment

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 its diverse community - diverse 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 ♥.

Figure 3: Promoting and protecting community wellbeing
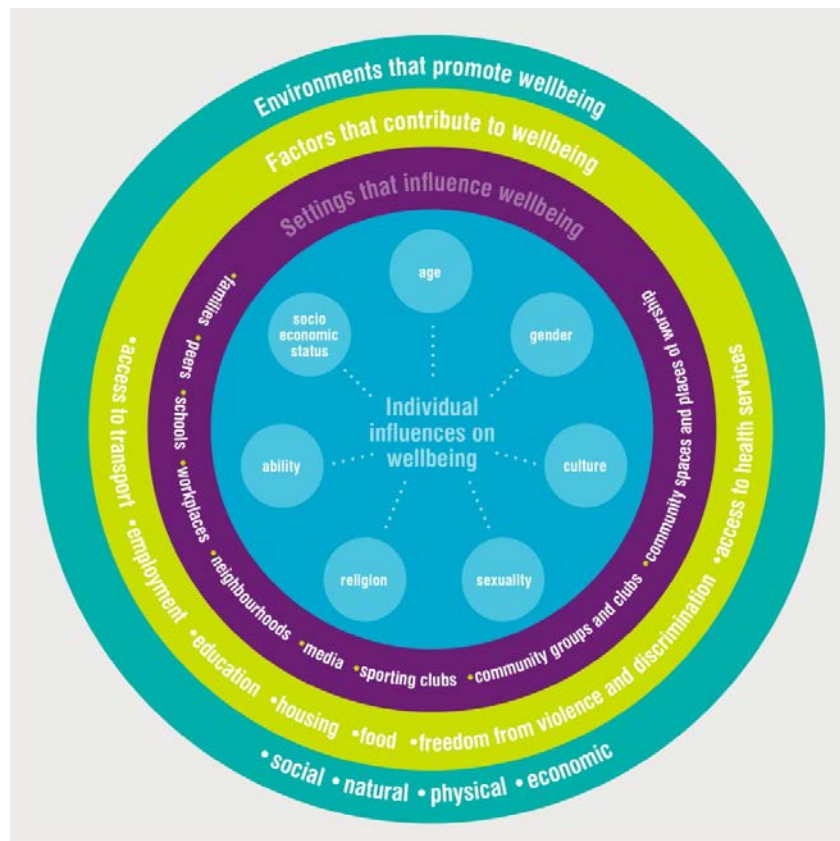
6.1. Working in partnership

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.

7. 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

8. Council and Wellbeing Plan themes and 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.

Theme	Outcome
1. **A proud, inclusive and safe community**	A City of people leading happy and healthy lives
2. **A thriving and resilient natural environment**	A City that preserves and enhances its natural environment for future generations
3. **A well planned and built City**	A City with a clear vision to manage growth in a sustainable and accessible way
4. **A strong local economy and a lifelong learning City**	A City rich in local employment and education opportunities
5. **A high performing organisation demonstrating leadership and advocacy**	An organisation operating with innovation, transparency, accountability and sustainability

8.1. 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
1.1	A community where all people feel welcome, valued and proud♥	• 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♥	1.1.1 Create opportunities for people of all backgrounds to share and express cultural and religious experiences, knowledge, stories and traditions♥ 1.1.2 Provide opportunities for meaningful community engagement and community capacity building initiatives 1.1.3 Contribute to a welcoming environment which embraces diversity♥ 1.1.4 Provide opportunities and support initiatives that promote empowerment, development and participation for all♥
1.2	A safe and equitable community♥	• Community perception of safety♥ • Community perception of the prevalence of family violence♥	1.2.1 Promote a sense of safety in all settings and among all people♥ 1.2.2 Advocate for increased police numbers including within the Family Violence Response Unit 1.2.3 Support and promote safety and environment through education and the protection of the amenity of the municipality♥ 1.2.4 Contribute to a gender equitable community to prevent violence against women♥ 1.2.5 Contribute to reducing inequalities among marginalised community groups including children and adults with a

	Objectives	Performance indicators	Strategies
			disability, older adults, underrepresented cultural groups, Aboriginal and Torres Strait Islander communities and LGBTIQ people♥
			1.2.6 Enhance the capacity of communities experiencing challenges to develop effective solutions♥
			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♥
1.3	Equitable, inclusive and accessible community and health infrastructure and services♥	• Maintain or improve community satisfaction with the level of access to local health services♥ • Community satisfaction with support services♥	1.3.1 Advocate and plan for long term health infrastructure♥ 1.3.2 Deliver localised services and programs that are based on community need♥ 1.3.3 Support existing and attract new community service organisations to ensure the current and future needs of the community are met♥ 1.3.4 Plan, advocate and provide services and facilities that respond to the changing needs and life stages of the community♥ 1.3.5 Provide, promote and support initiatives and services that contribute to improving access, inclusion and equity for all♥
1.4	A resilient community promoting social cohesion♥	• Maintain or improve community satisfaction with cultural activities e.g. art exhibitions, festivals and other Council sponsored community events in parks and public spaces • Maintain or increase the number of residents who had participated in local arts/cultural events over the past 12 months	1.4.1 Engage, encourage and provide opportunities for community leaders and elders to support their communities♥ 1.4.2 Facilitate a culture of volunteerism♥ 1.4.3 Increase opportunities for cultural expression, sharing and celebration♥ 1.4.4 Support sporting and community organisations to deliver community benefits♥ 1.4.5 Facilitate relationship development between groups and

	Objectives	Performance indicators	Strategies
			individuals in the community♥
			1.4.6 Provide opportunities for all people, including new and emerging communities to participate in all aspects of community life♥
			1.4.7 Provide opportunities for arts participation and appreciation
1.5	Environments that enable and encourage positive public health and wellbeing outcomes♥	• Maintain or improve the percentage of residents who are members of organised groups such as sports, community groups or professional associations♥ • Maintain or improve community satisfaction with recreational facilities and leisure centres♥	1.5.1 Contribute to reducing harm caused by gambling, liquor, tobacco and fast food consumption♥ 1.5.2 Invest in health promotion initiatives to prevent poor health outcomes♥ 1.5.3 Design, build and maintain the public realm to enable the promotion of formal and informal physical activity♥ 1.5.4 Promote public health and safety through education and enforcement ♥ 1.5.5 Create opportunities to encourage healthy lifestyles and choices through education and program delivery♥
1.6	Reconciliation to support healthy communities♥	• Maintain or improve community access to health and wellbeing services for Indigenous Australians♥ • Maintain or increase the number of Indigenous health and community support networks in the City♥	1.6.1 Enhance relationships based on mutual trust, respect and understanding 1.6.2 Take action to mitigate inequities that exist between Indigenous and non-Indigenous Australians♥ 1.6.3 Promote and celebrate the culture and history of Australia's first peoples' 1.6.4 Identification, protection and where appropriate interpretation of places of significance for Indigenious people

8.2. 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 that 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
2.1	A resource efficient City	• Kerbside waste collection diverted from landfill • Average potable water usage across Council assets	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♥	• Reduction in Council's total greenhouse gas emissions per annum♥ • Number of trees planted♥	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 canopies and enhance habitat corridor**s**♥
2.3	A City with healthy waterways, biodiversity and ecosystems	• Additional Management Plans for reserves managed for conservation	2.3.1 Ensure biodiversity is well managed and protected including Council's 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

	Objectives	Performance indicators	Strategies	
			2.3.4	Reduce the inflow of contaminants and litter in bodies
			2.3.5	Improve the management of rural areas
2.4	A City growing and developing sustainably	• Number of new Council buildings, excluding pavilions, meeting the 5 star Green Star rating♥	2.4.1	Employ the principles of ecologically sustainable development in Council infrastructure
			2.4.2	Embed efficient and low environmental impact transportation into urban design frameworks
			2.4.3	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♥	• Number of participants (including volunteers) that attend environment and sustainability events coordinated or supported by Council • The number of community sustainability events coordinated or supported by Council	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

8.3. 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	
3.1	A City that strategically plans for growth and development	• Maintain or improve community satisfaction with planning for a growing population	3.1.1	Appropriately plan for future development of greenfield land and ensure linkages to existing communities and assets
			3.1.2	Undertake integrated open space planning to ensure new neighbourhoods have timely access to reserves, parks, gardens, heritage places and natural assets♥
			3.1.3	Advocate, plan and deliver a City that connects people to education, employment, tourism and social interactions♥
			3.1.4	Advocate and support development and availability of diverse and affordable housing options♥
			3.1.5	Advocate to and work with State government in planning for the City's growth areas
			3.1.6	Support the conservation and restoration of heritage places
3.2	Community facilities, infrastructure and services that are equitably planned for, provided and maintained♥	• Maintain or improve community satisfaction with facilities and services • Percentage completion of the Annual Capital Works Program	3.2.1	Identify and address gaps in community infrastructure and open space
			3.2.2	Ensure facilities are designed and built to accommodate growth, diverse needs and future flexibility
			3.2.3	Ensure facilities are accessible, safe and well

	Objectives	Performance indicators	Strategies
			maintained♥
			3.2.4 Ensure existing assets are adequately renewed, maintained, fit for purpose and resilient to changing climate conditions
			3.2.5 Provide spaces and places for the community to meet, reflect and 'just be'♥
			3.2.6 Explore opportunities for the flexible delivery of Council services
			3.2.7 Advocate to resource providers to ensure secure public access to essential services
3.3	Public spaces that are vibrant and engaging places for all♥	• Maintain or improve community satisfaction with parks and gardens♥ • Maintain or increase the number of residents who use local playgrounds, parks, plazas and gardens♥	3.3.1 Create diverse and inclusive opportunities for all people to enjoy and share time and spaces♥ 3.3.2 Provide existing and new public spaces that are accessible, safe and well maintained♥ 3.3.3 Provide appropriate facilities and resources across the public space network 3.3.4 Provide and promote public art
3.4	A flexible, safe and health promoting transport network that enables people to move around♥	• Community satisfaction with the public transport network within the City • Community satisfaction with parking and traffic management in the City	3.4.1 Advocate for public transport which creates a better developed network within and outside the municipality 3.4.2 Promote active transport options in the road and open space network♥ 3.4.3 Ensure road networks are adequate, safe and contribute to the wellbeing of the community 3.4.4 Support creation of a connected and active community through the design and delivery of walking and cycling networks♥
3.5	A City that encourages and enables people to work, shop and spend	• Maintain or improve community satisfaction with maintenance and cleaning of shopping	3.5.1 Encourage a mix of retail, industrial and commercial development locally

	Objectives	Performance indicators	Strategies
	time locally	strips • Occupancy rates as a percentage of shop fronts	3.5.2 Support local place making initiatives 3.5.3 Facilitate the delivery of high quality public realm in all retail and commercial precincts♥ 3.5.4 Maintain and enhance the amenity of the public realm through graffiti removal, public art, street sweeping and beautification initiatives

8.4. Theme four - A strong local economy and a lifelong learning City

Outcome four - A City rich in local employment and education opportunities

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.

	Objectives	Performance Indicators	Strategies
4.1	A diverse economy that fosters business growth, encourages new investment and leads and responds to change	• Number of annual new building permits issued for industrial and commercial properties • Capital investment value of new building permits for industrial and commercial properties	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♥	• The City's unemployment rate relative to the State of Victoria's annual unemployment rate • Number of job vacancies within the Municipality publically advertised	4.2.1 Facilitate pathways that encourage local employment in local businesses 4.2.2 Advocate to State and Federal government 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	• The number of people accessing visitor information points within the City • Number of visitor engagements through digital channels	4.3.1 Promote and support existing tourism operators and attractions to increase visitation to the City and improve yield 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

	Objectives	Performance Indicators	Strategies
			business♥
			4.3.4 Increase investment in intercultural festivals and celebrations
4.4	A City with a variety of local education facilities and programs♥	• Community perception of Council advocacy for improved education facilities • Maintain or increase the rate of school leavers entering higher education, vocational education or employment♥	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	Lifelong learning opportunities are available and promoted♥	• Maintain or increase the number of people participating in neighbourhood house programs • Maintain or improve community satisfaction with local library services	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 early engagement with and support for children, young people and families♥

8.5. 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
5.1	Deliberative engagement and effective communication with the community that informs planning and decision making.	• Maintain or improve community satisfaction with consultation and engagement	5.1.1 Explore opportunities for deliberative community engagement 5.1.2 Develop and deliver meaningful community engagement initiatives 5.1.3 Provide meaningful engagement opportunities with under-represented and disengaged groups 5.1.4 Deliver early engagement with new communities including newly arrived and settled communities and communities in growth precincts♥ 5.1.5 Explore new and emerging technologies to promote and provide accessible communication and engagement opportunities
5.2	A flexible, innovative and creative organisation that responds to rapidly changing community and operating environments	• Percentage of the community who believe that Council is efficient and well run • Staff turnover	5.2.1 Implement effective work practices supported by suitable technology to deliver services 5.2.2 Promote and support the health and wellbeing of employees, Councillors, contractors and volunteers♥ 5.2.3 Plan for levels of service that balance community need with organisational capacity 5.2.4 Leverage and partner with other levels of government, community organisations and the private sector to ensure community needs are met 5.2.5 Invest in a skilled, motivated, aligned and performing workforce 5.2.6 Practice a strategic evidence based approach to all Council processes

	Objectives	Performance Indicators	Strategies
5.3	Effective civic leadership, advocacy, partnerships and good governance	• Maintain or improve community satisfaction rating for Council's advocacy and community representation on key local issues • Councillor attendance at Council meetings	5.3.1 Provide local leadership to ensure community interests and needs are met and planned for 5.3.2 Provide training and development opportunities for Councillors to build their capacity as local leaders♥ 5.3.3 Work with regional partnerships to advocate for the needs of the community 5.3.4 Continue to build a culture of emergency management preparedness within the organisation and community♥ 5.3.5 Actively pursue alternate means for funding to minimise the potential burden on the rate base 5.3.6 Provide and maintain a high level of transparent, accountable, representative and effective governance 5.3.7 Ensure Councillors are aware of their responsibilities under the Local Government Act 1989
5.4	An organisation that demonstrates excellence in local government leadership and customer and community service	• Maintain or improve community satisfaction overall with Council services • Working capital ratio	5.4.1 Comply with statutory requirements 5.4.2 Maintain responsible and sustainable financial management 5.4.3 Engage with all levels of government to support Council's capacity to deliver community outcomes and respond to changes in legislation 5.4.4 Build community trust through responsible governance and transparent decision making 5.4.5 Deliver effective and efficient customer service outcomes

9. Strategic resource plan

The Strategic Resource Plan details the financial and non-financial resources required for the next four years to achieve the Council and Wellbeing Plan objectives, and deliver the strategies and priority actions listed. This plan is reviewed annually after annual action plans and budgets are finalised.

To be insert