MELTON CITY COUNCIL

Council Plan – 2013 2017

A Proud Community Growing Together

CITY OF MELTON

Table of Contents

1 A message from our Mayor 3

2 A message from our Chief Executive Officer 4

3 Background 5

4 Introduction 7
- 4.1 What is the Council Plan? 7
- 4.2 How the Council Plan Works 7
- 4.3 Integrated Planning Framework 8
- 4.4 How the Council Plan was developed 9
- 4.5 How the Council Plan will be implemented, monitored and reviewed 9

5 The City of Melton 10
- 5.1 Our Location 10
- 5.2 Our History 10
- 5.3 Our Growth 11
- 5.4 Our Community 11

6 Melton City Council 12
- 6.1 The Role of Council 12
- 6.2 Councillors and Wards 13
- 6.3 About the Organisation 14
- 6.4 Organisation Structure 15
- 6.5 Our Mission 16
- 6.6 Our Values 17

7 Our Vision, Themes and Priorities 18
- 7.1 Our Vision 18
- 7.2 Themes and Priorities 19

8 Council Plan Themes 21
- Theme One - Managing our growth 22
- Theme Two - A well governed and leading organisation 30
- Theme Three - Diverse, confident and inclusive communities 38
- Theme Four - Community health and wellbeing 48

1 A message from our Mayor

It is my pleasure to present the 2013-2017 Melton City Council Plan, a strategic document that articulates Council's vision for the community and transforms our soaring aspirations for our City into grass-root programs, infrastructure and services that nurture and support our residents.

Our Council Plan is ambitious and outlines the priorities and key projects that address the growth challenges and opportunities we face in delivering services and infrastructure to our dynamic community over the next four years.

By outlining our priorities, Council will be accountable and transparent in our operations. Our vision, A Proud Community Growing Together, engenders community pride, respect and trust, so that all residents may prosper and grow in a nurturing and safe environment.

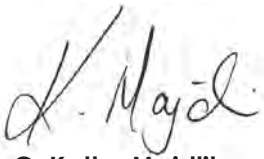
The City of Melton is vibrant and young, diverse in its people and landscape, bursting with opportunities for Council to be innovative, creative and provide strong leadership, making our municipality the benchmark in growth and development within the Australian context.

We are also one of Australia's fastest growing communities, an honour that brings both great challenges and outstanding opportunities to this once satellite city.

In working together with our community and stakeholders, we strive collaboratively to ensure our municipality develops its own identity, where people are proud of the facilities, services and neighbourhoods they live in, and where everyone has the opportunity to live healthy, safe and connected lives.

I thank my fellow Councillors for their dedication and for their invaluable input into this outstanding Council Plan. It is our first major collaboration, critical in that it will help us support our community over the next four years. I look forward to implementing this plan, so that we may realise our vision for the betterment of the whole community.

And finally, I extend my heartfelt thanks to all the Council staff, management and members of our community for their input and hard work in creating this important guiding document. Without you, none of this would have been possible.



Cr Kathy Majdlik (GAICD)
Mayor

2 A message from our Chief Executive Officer

Ideally, every journey should begin with good planning and a clear roadmap. Otherwise, we run the risk of getting lost, wasting resources or not reaching our desired destination. Running an organisation as diverse and complex as Melton City Council is no different. Careful planning for service delivery and infrastructure development is critical in ensuring that we get the best results for the community.

The development of the Melton City Council Plan 2013-2017 outlines our commitment to delivering the infrastructure and services that our community has identified as being important. The Plan provides clear strategies that will see these robust initiatives come to fruition.

Each year, we will review the Council's Annual Action Plan, which forms part of our broader Council Plan, to ensure we are accountable to the community and continue to meet our fiscal commitments, whilst remaining relevant in a dynamic and growing environment.

Over the next four years, Melton City Council will invest in our community and make the most of the opportunities that our unprecedented growth affords us. We have identified a variety of projects, outlined in Council's Annual Action Plan, all of which have been carefully crafted with our community in mind.

The Melton City Council Plan 2013 – 2017 is bold and will help us lead the community into an exciting and vibrant time of growth and opportunity. This plan is our vision. A vision we are excited to share. A vision of a Proud Community Growing Together.

Kelvin Tori
Chief Executive Officer
Melton City Council

3 Background

It is an extremely exciting time to be part of the City of Melton, being one of the fastest growing municipalities in Australia. In 2012, we were granted City status by the State Government, which is an acknowledgement of our fast growth and recognition of our dynamic and vibrant community.

The achievement of Melton's 'City' status has brought with it increased expectations on the municipality to evolve and modernise, catering for all of its growing and diverse needs and building on the existing strong sense of community.

Our unprecedented growth presents many challenges and opportunities. It provides an opportunity to plan in a strategic, innovative and inclusive approach to provide quality, appropriate and accessible assets, services and programs for future generations. This uniqueness allows our community to have influence into how they want to see their City developed.

Our 'greenfield' developments enable planning for the future provision of a mix of residential, employment, office and industrial areas, as well as major retail and commercial activity centres and linked transport networks. Sustainable urban design and infrastructure principles will be at the forefront of the process, with areas for native vegetation, open space for active and passive leisure pursuits, along with community and social infrastructure provision.

The hallmark of an attractive, vibrant and proud community includes the image and perception of our City. Through the creation and implementation of key strategies, policies, infrastructure and community and economic development programs, we have the opportunity to support local pride and the way our City and people are perceived by others.

Drawing on these issues, several themes emerged that directed the overall direction of the 2013-2017 Council Plan. Council has expressed these into four Strategic Outcomes. Each addresses a different aspect of Council's service delivery over the next four years, which we will focus our attention:

3.1 Managing our Growth - A clear vision to connect and develop a sustainable City

A balanced strategic approach in partnership with developers, builders, designers and the community, will deliver a high quality built environment while protecting our unique natural environment.

Our community needs to connect and move around with ease, in order to carry out business and go about their day to day lives. Providing an integrated road network and public transport system, and reducing reliance on motor vehicle use, will be a significant challenge in our large and dispersed region. Council will need to focus on opportunities to contribute to improved transport outcomes.

Our quality of life is dependent on a strong economy. In growth planning, we need to continue to broaden our City's economic base to include business investment that leads to diverse jobs and career opportunities.

3.2 A Well Governed and Leading Organisation - Operating with innovation, transparency, accountability and sustainability

With a new and expanding community, Council seeks to be recognised as a trusted organisation that has the confidence of our community.

We need to continue to invest in our capacity to deliver through internal systems, processes and people that ensure we are well prepared to deliver the necessary responsive and high-quality services our community require.

We have a responsibility to show leadership, advocate for and engage with the community to strategically plan services to meet the needs of our current population and future generations.

Responsive leadership and accountability will allow Council to achieve these goals and build community trust and pride in our organisation.

3.3 Diverse, Confident and Inclusive Communities - A culturally rich, active, safe and connected City

Our growth is resulting in an increasingly varied population with more diverse needs. We need to be a strong community that enables the sharing of ideas and celebrates local identity and culture.

We value our community and celebrate the diversity of children, young people and families, and develop environments that encourage independent ageing.

Through collaborative community planning strategies and programs, we will establish vibrant and safe neighbourhoods and activity centres. Through these, we will develop a sense of identity and belonging, encourage interaction, and provide information and support to help strengthen individuals, community groups and networks.

3.4 Community Health and Wellbeing - A City of people leading healthy and happy lives

The prevalence of lifestyle related disease is significantly affecting the quality of life of our people. Through integrated health planning, Council plays a key role in community well-being through preventative health and education programs.

Targeted prevention and intervention health initiatives can address health inequalities in our community. It can improve the physical health of vulnerable community members, as well as developmental outcomes of children.

Providing opportunities to access sport and leisure opportunities will support the community to be physically healthy. We will generate an active community that can engage in both planned and incidental physical activity.

For each of our themes, we have encompassed the challenges and opportunities facing our City, addressed community expectations, provided strategic outcomes, and developed objectives, strategies and indicators, which will show how Council will achieve its vision.

The Council Plan's aspired outcomes capture our dedication in ongoing service delivery. The Plan depicts our organisation's values that ensure our commitment to valuing continuous improvement, recognition, accountability, fairness and teamwork.

4 Introduction

4.1 What is the Council Plan?

Melton City Council is committed to strategic and inclusive planning for the future. We developed our Council Plan to be the base of the City's policy development, decision making and community accountability.

The Council Plan provides direction to not only the Council and its staff, but also to our community, local service providers, other levels of government and stakeholders. It provides confidence on how we are responding to the challenges and opportunities we presently deal with, and establishes strength in our direction for development beyond the 2017 term of the Council Plan.

The Plan represents our priorities in moving toward achievement of the Council vision over the next four years, by detailing the medium term direction and outcomes of Council. It describes Council's mission, values, vision, objectives and strategies and guides the development of all future Council strategic documents, operational plans and annual budgets.

The Plan is Council's primary strategic planning tool that provides overall direction and links to more detailed information, contained within other relevant planning documents. These documents are available on the relevant sections of our website.

4.2 How the Council Plan Works

The Council Plan is prepared in accordance with the Local Government Act 1989, where Council must produce a four-year Council Plan by 30 June in the year following a general Council election. The Plan is reviewed on an annual basis to adapt to the evolving needs of our growing community.

The progressive achievement of the Council Plan's strategic outcomes, objectives and strategies is reported to the community in the Council's Annual Report. The structure of the Council Plan contains the following elements set out below.

Themes	The focus areas that bring together issues, opportunities and activity to achieve Council's vision.
Strategic Outcome	Describes the future condition upon the achievement of the themed area's stated 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.
Supporting Plans	Each objective has a number of supporting strategic plans for delivering on our outcomes. These plans detail the research, direction and specific actions for the organisation to pursue over the long term to achieve the strategic outcome.
Service Delivery Activities	Each theme has a range of services that are provided by Council to meet the needs of our community. These services are the basis of Council's role to meet our vision and directly contribute to the achievement of our objectives.
Strategic Performance Indicators	The data that is evaluated to monitor how well Council is progressing towards the Council Plan's strategic outcomes and objectives.

4.3 Integrated Planning Framework

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

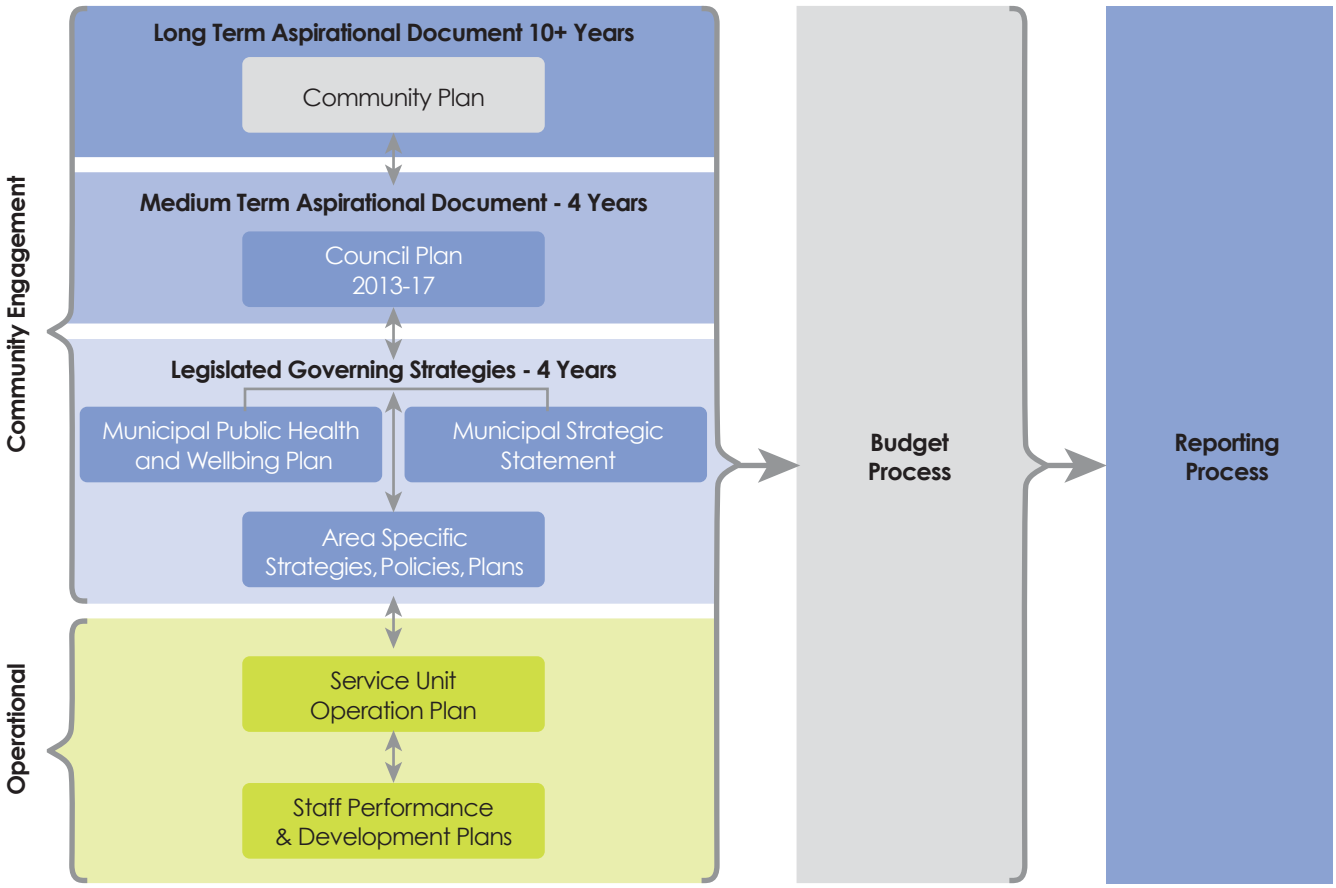
Integrated planning aims to ensure that we remain an adaptive, responsive and viable local government authority. This is facilitated by understanding the external environment and what our community aspires to; setting direction within our resource capability; and allowing Council to make informed decisions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

The City's Integrated Planning Framework is the approach to setting strategic direction, which reflects where the City has come from, where it is going and how it will get there. This is translated into services that are delivered to the community, through our Annual Action Plan.

The Melton City 2013-2017 Council Plan sets the strategic direction for Council operations over the four year term of the elected Council. The Council Plan is reviewed annually to ensure we continue to provide relevant services with the financial capacity, assets and people available to deliver.

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

The Council Plan drives the development of Council's Annual Action Plan and Budget. The Annual Action Plan and Budget are actioned through service operation plans linked to individual staff performance and development plans. This creates accountability and transparency at the organisational, management and individual levels.



4.4 How the Council Plan was developed

The Council Plan has been developed through an extensive research phase and community engagement process.

The process was led by Council in conjunction with its staff, through implementing a methodology that saw a series of planning workshops, future visioning exercises, strategy and action plan authoring sessions, which ensured a comprehensive identification and response to all known and foreseen issues and opportunities. This process extracted the expertise of all Council staff, Councillors, and appointed specialist consultants.

Council undertook a comprehensive data analysis process, extracted from Council's existing strategies and plans. Feedback from a series of community consultations that have occurred over a 12 month period was also analysed, including the results of external stakeholder forums which involved local residents, visitors, businesses and community organisations.

4.5 How the Council Plan will be implemented, monitored and reviewed

Each year, Council produces an Annual Action Plan identifying the activities and initiatives that Council will work towards achieving the strategic outcomes and strategies identified in the Council Plan. This is aligned with the Council's annual budget development process.

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

Although the Council Plan describes our strategic direction up to 2017, we recognise the importance of being flexible and adapting to new challenges. So we will ensure that we undertake annual reviews and update the Council Plan to maintain relevance to our operating environment and ensure we remain focused on the right issues.

5 The City of Melton

5.1 Our Location

We are one of the fastest growing municipalities in Australia, offering the best in urban and rural lifestyles within a comfortable commuting distance from Melbourne and links to Melbourne's key freeways, airports and the Port of Melbourne.

Melton Township is 15 minutes west of the Western Ring Road, which directly connects Melton to the Western Melbourne Freeway system and the major industrial hub of Melbourne.

The City of Melton embraces a series of townships and communities, the larger activity centres being in Caroline Springs and Melton Township. Caroline Springs is just 19 kilometres west of Melbourne's CBD and Melton Township is 35 kilometres west of the CBD.

Other communities are Brookfield Burnside, Burnside Heights, Diggers Rest, Exford, Eynesbury, Hillside, Kurunjang, Melton, Melton South, Melton West, Mount Cottrell, Parwan, Plumpton, Ravenhall, Rockbank, Taylors Hill, Toolern Vale and Truganina.

5.2 Our History

Our heritage can be traced back to the time when travellers rested beside the Toolern Creek on their way to the goldfields. A visit to the ancient 'canoe tree' on the Melton Valley Golf Course confirms the presence of the Wurundjeri people as the original custodians of the area.

The Wurundjeri are the earliest known inhabitants of the Western Plains of Melbourne. Aboriginal occupation of the area dates back 40,000 years. Flint tool making and cooking sites have been found along creek beds, as well as a number of scarred trees.

In 1863, the last known corroboree in the area took place near the present site of Hannah Watts Park, Melton. 'Bullum Bullum' is one of the few remaining aboriginal sacred sites in the region. The site can be found in Burnside.

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 pastoral homesteads, and dry stone dams and walls remaining in our rural landscape.

On 18 March 1910, the famous American escapologist Harry Houdini made the first powered, controlled, sustained flight of an aircraft in Australia at Diggers Rest. This event was the start of the aviation industry in Australia.

The landscape around the City bears the signs of its volcanic origins. Low hills that have long-extinct volcanic origins can be seen as well as the profusion of rocks that are scattered across the sparsely-treed plains. The characteristic rounded or oval shaped volcanic stones, enabled the wallers of the past to build composite walls with materials at hand. The City has some of the oldest and most interesting examples of the different styles of dry stone wall fences and structures in Victoria.

In 1974, Melton was declared as Melbourne's first 'satellite city'. Extensive suburban development led to a major increase in population through the 1980s.

In acknowledgement of our growth, Melton Shire Council was granted city status by the State Government in September 2012 and is now known as Melton City Council.

5.3 Our Growth

The City of Melton is now one of the fastest growing municipalities in Australia, offering the best in urban and rural lifestyles within a comfortable commuting distance from Melbourne, Victoria.

In the past decade, our population growth was concentrated in the Eastern Corridor of the municipality, with forecast population growth to the year 2031 being dispersed throughout the entire City. In the term of this Council Plan, growth will be concentrated in and around Melton Township, Eynesbury, and in approved Precinct Structure Plan areas of Rockbank North and Rockbank South, Diggers Rest, and Taylors Hill West.

Toolern is the major future urban growth area within the City, which includes the Atherstone and Waterford developments. Located southeast of Melton Township on about 2,500 hectares, Toolern will ultimately have about 60,000 people living in around 20,000 households.

The City offers diverse lifestyles, which is a significant reason why the community grows approximately by 34 families per week or more than 5,200 new people making our City their home each year.

Between 2006 and 2011, the City's residential population growth was approximately 7% per annum, resulting in an additional 30,349 making our municipality their home. This was around five times that of Australian and Victoria's population growth for the same period.

Our 2013 estimated population is 122,000 with an annual growth rate of 4.7%. The population in the City of Melton will continue to rapidly grow. By 2031, it is expected that the City will more than double to be in excess of 243,000 residents.

5.4 Our Community

The median age of our residents was 31 at the 2011 Census, making the City's population one of the 'youngest' in Victoria. This is reinforced with 42 babies being born each week and more than 70% of the population aged under 40.

We have a high proportion of our population (43%) that are couples with child(ren) as well as a higher proportion of one-parent families (13.0%). Sixteen per cent of our population are lone person households and 21.2% of households are couples without children.

The municipality is becoming increasingly culturally diverse. The City of Melton welcomes people from around the world and is enriched by cultural and linguistic diversity. It is the place that more than 30,000 immigrants presently call home, representing more than 130 different nations.

Our largest overseas born populations are from India, the Philippines, New Zealand, Malta and Vietnam. In recent years, the City has welcomed an increase in people as skilled migrants, family reunion and refugees from African and Asian nations, adding further to the cultural diversity in the City of Melton.

There are about 6,800 businesses registered in the City. The largest business sector is Construction mainly due to the high number of subcontractors working in local land development fronts. The largest employment sectors in the City are Retail Trade, Education and Training, Construction and Health Care, Social Assistance, and Public Administration and Safety, which are all growth-related industries.

6 Melton City Council

6.1 The Role of Council

The Council is a public statutory body incorporated under the Local Government Act 1989 (Vic). The Local Government Act sets out the primary purposes and objectives of Melton City Council and defines its functions and powers. Council's 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. Council is required to operate within State, Commonwealth and international legislation including the Disability Act and the Charter of Human Rights. We are also required to deliver a range of services under funding agreements with both the State and Federal Governments.

Council provide a range of necessary services used by most residents such as waste management, maintaining parks and gardens, and local road and infrastructure maintenance.

Other Council services respond to individual community needs such as maternal and child health services, youth programs, aged care services, 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 for municipal services and monitors their achievement through strategic indicators.
- 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

6.2 Councillors and Wards

Melton City Council is comprised of three wards, each represented by democratically elected Councillors to serve for a four year period. Melton City Councillors are:

Cambridge Ward

Cr Nola Dunn | Cr Kathy Majdlik

Cr Nola Dunn
0408 794 232
nola.dunn@melton.vic.gov.au

Cr Kathy Majdlik
0412 584 058
kathy.majdlik@melton.vic.gov.au

Coburn Ward

Cr Broden Borg | Cr Sophie Ramsey | Cr Bob Turner

Cr Broden Borg
0412 095 351
broden.borg@melton.vic.gov.au

Cr Sophie Ramsey
0412 584 067
sophie.ramsey@melton.vic.gov.au

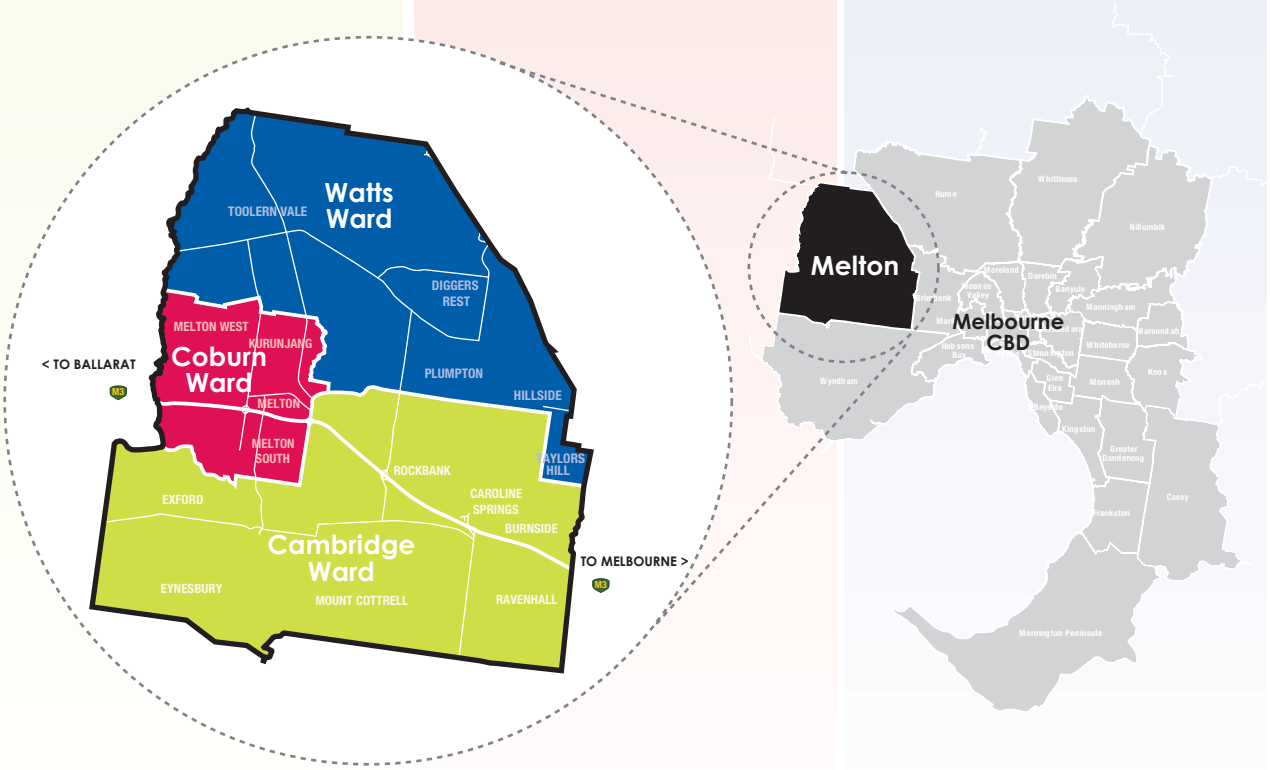
Cr Bob Turner
0412 584 224
bob.turner@melton.vic.gov.au

Watts Ward

Cr Lara Carli | Cr Renata Cugliari

Cr Lara Carli
0409 951 020
lara.carli@melton.vic.gov.au

Cr Renata Cugliari
0438 057 807
renata.cugliari@melton.vic.gov.au



6.3 About the Organisation

To support Council in its functions, an Executive management team is appointed to administer our 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 Team consists of three General Managers led by the Chief Executive Officer. The Chief Executive 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 Chief Executive Officer 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 20 years experience in Local Government.

General Manager Community Services, Maurie Heaney

Maurie has over 20 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 for Melton Council 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 and Inclusion, Children's Services, Family, Youth and Housing Services, Community Planning, Leisure Services and Facilities.

General Manager Planning and Development, Luke Shannon

Luke is responsible for providing advice to Council and general management in the areas of Planning, Business, Growth and Sustainability, Environmental Services, 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

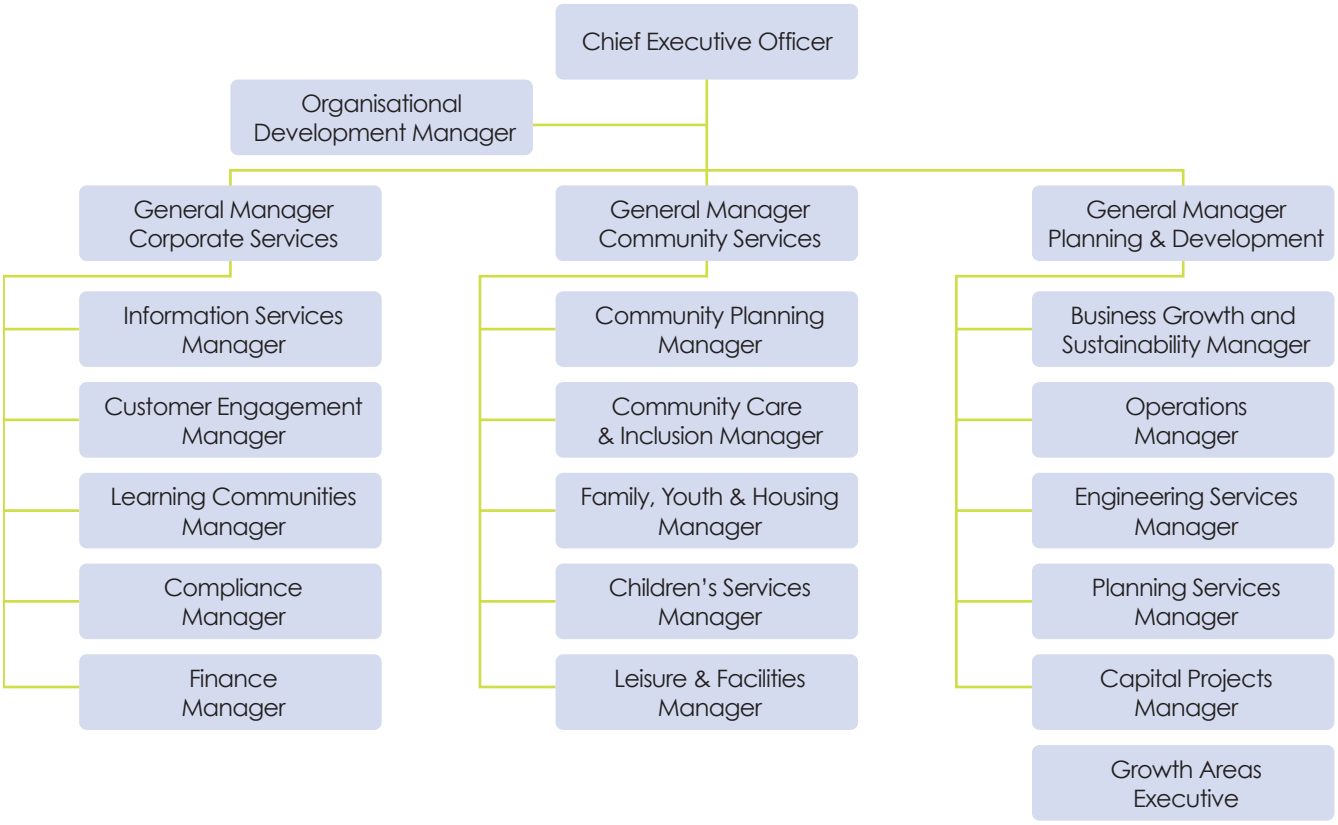
Peter has worked in Local Government for over 20 years in Councils in metropolitan and interface areas of Melbourne as well as North Eastern Victoria. His portfolio covers areas such as Customer Engagement, Finance, Learning Communities, Compliance and Information Services. Peter holds a Bachelor of Business (Local Government), Graduate Certificate in Local Government Management and a Masters of Business Administration.

6.4 Organisation Structure

Council employees are engaged to present support to our community. Staff provide the necessary advice and expertise to Council and the community, and assist with policy development and decision making.

Figure 2 provides representation of the organisation's management structure which supports our workforce.

Figure 2



6.5 Our Mission

The City's Mission Statement acknowledges our role in planning for our future whilst 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.

Council understands that success is only achieved through working together. We will maintain an inclusive, effective partnership approach with the public, private and volunteer sectors, to deliver many of the strategies in our Council Plan.

6.6 Our Values

For both Council employees and Councillors, we pride ourselves at being the best at what we do, to achieve our mission and commitments.

We are accountable for both our actions and our decisions, which are guided by a set of values and subset behaviours.

These values and behaviours drive our operations, performance, and conduct the way we work as an organisation. They are also the way we want our community to perceive us professionally operating as an organisation.

Melton City Council's values are:

Continuous Improvement

- We encourage and support innovation and creativity.
- We commit to driving continuous improvement.
- We constantly review what we do.
- We embrace and respond to change as it occurs.
- We strive to deliver the best possible outcomes.

Recognition

- We recognise and encourage the contributions of others.
- We actively support and promote our colleagues.
- We acknowledge and reward employees exceeding performance expectations.
- We give credit where credit is due.
- We celebrate success.

Accountability

- We work in an open and transparent manner and follow through on commitments.
- We take responsibility for our personal decisions and actions.
- We adhere to policies and procedures.
- We make the best use of our time and resources.
- We all take responsibility for the way we treat each other.

Fairness

- We show respect when speaking to and about others.
- We build trusting and productive relationships.
- We deal with others fairly and consistently.
- We actively listen and respond appropriately.
- We respect all people and celebrate our diversity.

Teamwork

- We help each other to achieve organisational goals.
- We involve team members in solving problems and decision making.
- We encourage everyone's contribution to the team.
- We communicate clearly, openly and respectfully,
- We provide positive, constructive and timely feedback.

7 Our Vision, Themes and Priorities

7.1 Our Vision

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

We have a vision for...

A Proud Community Growing Together

Council will work towards achieving this vision in an approach that will see the organisation govern inclusively to realise the many opportunities our environment and its people offer.

Our vision captures the uniqueness of our municipality. We are one of the fastest growing regions in the country, which provides great opportunity for innovative management. We will invest in the advancement of the organisation and ensure our community benefits from the opportunities that our unprecedented population growth provides.

In working together with our community and stakeholders, Council will support a diverse environment and community to develop its own identity, creating character and building upon the increasing sense of local pride.

Our vision is for the community to feel confident, connected, healthy and safe, where all residents are proud of the great municipality we now have and that we continue to grow together.

7.2 Themes and Priorities

Our four strategic themes for the Council Plan 2013-2017 have been developed through research and stakeholder consultation. The themes provide focus for future investment, enable connection with our community, support transparent and accountable management and provide a strategically planned place to work, live and play.

Theme One - Managing our Growth		
Strategic Outcome - A clear vision to connect and develop a sustainable City		
Priority Areas	**Objective**	
Planning	1.1.	Strategically plan for a well designed and built City.
Assets	1.2.	Build a sense of place through an engaging range of community facilities and shared open spaces.
Local Economy	1.3.	Generate an innovative local economy that stimulates opportunities for investment, business and training.
Natural Environment	1.4.	Value and protect the natural environment for future generations.
Transport	1.5.	Support a transport system that connects and moves our community.

Theme Two - A Well Governed and Leading Organisation		
Strategic Outcome - Operating with innovation, transparency, accountability and sustainability		
Priority Areas	**Objective**	
Strategic Management	2.1	Build community trust through socially responsible governance for long term sustainability.
Service Levels	2.2	Provide levels of service that balance community need with organisational capacity.
Engagement	2.3	Facilitate community engagement in planning and decision making.
Workforce	2.4	Invest into a skilled, motivated, aligned and performing workforce.
Advocacy	2.5	Advocate in the best interests of our community and region.
Compliance	2.6	Ensure timely compliance with statutory and regulatory obligations.

Theme Three - Diverse, Confident and Inclusive Communities		
Strategic Outcome - A culturally rich, active, safe and connected City		
Priority Areas	**Objective**	
Services	3.1	Provide an accessible range of services for all including children, young people, families and older adults.
Community Development	3.2	Build resilient people and communities through opportunities to participate in community life.
Culture	3.3	Develop an environment that supports imagination, creative expression and engagement in cultural experiences.
Learning	3.4	Provide lifelong learning opportunities to build social connections and self development.
Local identity	3.5	Build an inclusive community that embraces and values cultural diversity and celebrates our collective heritage.
Safety	3.6	Create a safer community through building a sense of belonging and community pride.
Connected Communities	3.7	Ensure our established and new communities are well connected and supported.

Theme Four - Community Health and Wellbeing		
Strategic Outcome - A City of people leading healthy and happy lives		
Priority Areas	**Objective**	
Health Planning	4.1	Collaborate for an accessible, integrated and aligned health service system.
Healthy People	4.2	Address health inequalities in our community.
Active Communities	4.3	Encourage our community to be physically active and healthy.
Harm Reduction	4.4	Minimise social harms caused by gambling, tobacco, alcohol and other drugs.

8 Council Plan Themes

THEME ONE

Managing our growth

1 >

Melton City Council will lead the development of a well-connected community through managing the responsible development of new physical, social and economic infrastructure to meet the needs of our residents.

In managing growth we will protect and enhance our existing assets and ensure a balance between development and the conservation of the natural environment.

We will work in partnership to create a sense of place through the appearance and function of our natural and urban environment. This will encourage local pride and enhance the image and perception of the City as an attractive place to live, work and invest.

Current situation

Council has a unique opportunity to plan for new communities. Council plays a key role to ensure the responsible development of new physical, social and economic infrastructure to meet the needs of our current and future population. Council is equally committed to the ongoing improvement of the City's existing infrastructure to benefit the community.

Investment into built form and design will improve local landscapes that will encourage a sense of pride in the community. Joint partner commitments that maximise asset flexibility through innovative public and private capital and management arrangements, will provide better integration of services and cost efficient outcomes for the community.

Council needs to support the community who live within its boundaries as well as those commuting into and out of our City to other areas. The present lack of vital services including better public transport, health services, an emergency hospital and higher learning institutions, does not support our liveability.

Transport is a key contributor to social, cultural, health and economic sustainability. Timely provision of transport services and road networks, will improve our community's connectivity and mobility. Focus needs to be maintained on connecting public transport systems through existing areas, and gaining early public transport delivery into new growth areas, particularly for isolated communities and to those that are transport disadvantaged.

Due to spatial distribution of employment, community services and education locations, there is a reliance on private transport, leading to road congestion. This creates required or forced car ownership, which produces significant economic disadvantage when compared to metropolitan Melbourne.

Council's approach to economic development includes the ability to maximise resources and investment for the benefit, prosperity and sustainability of our community. Focus will need to be maintained in stimulating our region's economic base, with greater diversity in job types and capitalising on opportunities afforded through the Western Business Accelerator Centre for Excellence (Western BACE) within the Toolern development area.

To achieve sustainable environmental outcomes, Council's contributions need to include the adoption of strategic and innovative approaches that address a number of elements including climate change, waste management, management and conservation of our natural environment.

Outcome 1

A clear vision to connect and develop a sustainable City

Objective 1.1 Strategically plan for a well designed and built City.

No.	Strategies
1.1.1	Ensure appropriate land use planning for public infrastructure, non urban areas, urban development and community assets.
1.1.2	Create local identity and character through urban design and public art that creates local pride and improves the image and perception of the City.
1.1.3	Prepare structure plans and design guidelines that seek to revitalise established urban areas, commercial precincts and other key major development sites.
1.1.4	Partner with stakeholders to take advantage of our local distinctiveness through the conservation, protection and enhancement of heritage features and places.
1.1.5	Improve growth in housing diversity and provision of affordable housing options including public, transitional and social housing for vulnerable residents.
1.1.6	Develop planning guidelines and collaborate with the Growth Areas Authority and land developers to facilitate improved integrated land use planning.

Supporting Plans

- Activity Centre Structure Plans
- Arts and Culture Strategy
- Disability Action Plan
- Greenhouse Action Plan
- Green Wedge Management Plan
- Heritage Strategy
- Housing Diversity Strategy
- Landscape Strategy
- Melton Township Strategy
- Municipal Early Years Plan
- Municipal Public Health and Wellbeing Plan
- Municipal Strategic Statement
- Precinct Structure Plans
- Retail and Activities Areas Strategy
- Urban Design Strategy

Service Delivery Activities

- Arts & Culture Services
- Business Growth & Sustainability
- Community Care and Inclusion
- Engineering Services
- Growth Areas Management
- Housing Services
- Infrastructure Planning
- Major Developments Unit
- Parks and Open Space Improvement Program
- Social Planning
- Strategic and Statutory Planning
- Urban Design Service

Objective 1.2 Build a sense of place through an engaging range of community facilities and shared open spaces.

No.	Strategies
1.2.1	Provide community access to services and opportunities for all to recreate, learn and socialise through the provision and maintenance of integrated and co-located assets and open space.
1.2.2	Practice a 'place based' management approach to the planning, design, marketing, operation and maintenance of activity centres and community hubs.
1.2.3	Improve our gateways and entry points, open spaces and streetscapes to enhance the presentation, local pride and accessible amenity for residents, businesses and visitors.
1.2.4	Prepare comprehensive feasibility studies, management plans and infrastructure plans to ensure the future provision of assets in line with community need and organisational capacity to deliver and manage.
1.2.5	Deliver asset needs through the capital works program including Precinct Structure Plan priority projects, aligned with Council Plan outcomes.

Supporting Plans

- Asset Management Strategy
- Capital Works Program
- Community Infrastructure Plan
- Green House Action Plan
- Integrated Transport Strategy
- Municipal Early Years Plan
- Municipal Public Health and Wellbeing Plan
- Neighbourhood House Strategy
- Open Space Asset Management Plan
- Open Space Strategy
- Precinct Structure Plans
- Youth Strategy

Service Delivery Activities

- Asset Management Program
- Business, Growth and Sustainability
- Children's Services
- Engineering Services
- Family Services
- Geographic Information System Service
- Growth Areas Management
- Leisure and Facilities
- Major Developments Unit
- Neighbourhood House Programs
- Open Space Planning
- Park and Open Space Programs
- Property Services Program
- Social Planning & Strategy
- Strategic and Statutory Planning
- Urban Design Service
- Youth Services and Centres

Objective 1.3 Generate an innovative local economy that stimulates opportunities for investment, business and training.

No.	Strategies
1.3.1	Provide support and opportunities for new and emerging business development, investment and diversity of job opportunities.
1.3.2	Work with new and existing businesses to create local employment opportunities through the provision of training and support.
1.3.3	Initiate, support and promote programs to improve links between higher education and vocational training to local jobs.
1.3.4	Develop and promote the Western Business Accelerator and Centre for Excellence (Western BACE) as a key attractor for new and emerging businesses in the Western Region.
1.3.5	Promote opportunities from the rollout of the National Broadband Network (NBN) across the City to enhance web connectivity for businesses.
1.3.6	Support marketing initiatives that generate economic activity, attract visitors and builds the value, identity and reputation of Melton City and Melbourne's West as a place to visit.

Supporting Plans

- Activities Centre Strategy
- Digital Economy Strategy
- Economic Development and Tourism Strategy
- Events Strategy
- Green Wedge Management Plan
- Lifelong Learning Strategy
- Retail and Activities Areas Strategy
- Youth Strategy

Service Delivery Activities

- Business Development services
- Careers Expo
- Community Development Programs
- Events Management
- Growth Areas Management
- Industry and Employment Development Program
- Life Long Learning Program
- Strategic Planning
- Student Placement (work experience programs)
- Visitor Information Services
- Youth Vocational Training Program

Objective 1.4 Value and protect the natural environment for future generations.

No.	Strategies
1.4.1	Lead by example through innovative and environmentally sensitive design and construction of Council assets.
1.4.2	Promote environmental outcomes in Council assets through innovative programs and management practices to reduce resource consumption including water, energy and non renewable resources.
1.4.3	Minimise waste through reduction, reuse and recycling of waste products.
1.4.4	Educate the community about the value of our natural environment and the benefits in adopting sustainable practices in their daily lives.
1.4.5	Support community involvement in local area conservation and environmental protection projects.
1.4.6	Engage land owners to improve the productivity and appearance of our rural landscape and waterways to enhance local pride and the reputation of our City.

Supporting Plans

- Biodiversity Strategy
- Conservation Reserves and Environmental Management Plans
- Green House Action Plan
- "It Starts with Zero" Waste Management Strategy
- Municipal Public Health and Wellbeing Plan
- WAGA Climate Change Adaptation Plan 2013-20.

Service Delivery Activities

- Asset Management Program
- Capital Works Program
- Community Development Programs
- Design and Traffic Services
- Engineering Infrastructure Planning
- Environment Education and Leadership Programs
- Environment Enhancement Program
- Environmental Services
- Facilities Management Services
- Litter Education and Prevention Program
- Waste Education and Management Program

Objective 1.5 Support a transport system that connects and moves our community.

No.	Strategies
1.5.1	Advocate for the early delivery of Principal Public Transport Networks and associated infrastructure to increase accessibility and safety in partnership with other levels of government.
1.5.2	Partner to deliver and maintain an integrated road network in new and existing communities.
1.5.3	Advocate to government for the early delivery of arterial road infrastructure and to improve the connectivity of bus routes to meet activity hubs, train services and new stations.
1.5.4	Support the creation of a connected and active community through the design and delivery of walking and cycling networks.
1.5.5	Advocate for duplication and electrification of the Melbourne line to Melton and greater frequency of train services connecting the city with other destinations.
1.5.6	Work with the community and partners to provide flexible and sustainable alternate transport options to private vehicle ownership.
1.5.7	Improve community access to services in areas of high transport disadvantage through a shared-service model of transport assets and outreach services.

Supporting Plans

- Asset Management Strategy
- Capital Works Program
- Integrated Transport Strategy
- Municipal Public Health and Wellbeing Plan
- Open Space Strategy
- Precinct Structure Plans
- Road Asset Management Plan
- Road Management Plan
- Transport Access Plan

Service Delivery Activities

- Asset Management Program
- Capital Works Program
- Community Development
- Civil Operations Programs
- Design and Traffic Services
- Engineering Infrastructure Planning
- Growth Areas Management
- Open Space Planning
- Social Planning
- Traffic and Design Services
- Youth Outreach 6801 Service

THEME ONE

Strategic Performance Indicators:

A clear vision to connect and develop a sustainable City

No	Objective	Indicators
1.1	**Strategically plan for a well designed and built City**	• Community satisfaction with access to facilities and services e.g. shops, childcare, schools. • Increase of land zoned for industrial or commercial use that has been developed. • Percentage of Council owned or managed heritage sites preserved or adapted for use. • Increase the number of social and public housing opportunities in the City.
1.2	**Build a sense of place through an engaging range of community facilities and shared open spaces**	• Community satisfaction with access to a range of community facilities. • Community satisfaction with recreational facilities. • Community satisfaction with the appearance of public areas. • Community satisfaction with the condition of local roads and footpaths (excluding highways and main roads).
1.3	**Generate an innovative local economy that stimulates opportunities for investment, business and training**	• Increase of land zoned for industrial or commercial that has been developed. • Increase in the number of businesses registered in the City. • Decrease in the City's unemployment rate. • Rate of school leavers entering higher education, vocational education or employment. • Level of awareness of local attractions and visitor sites.
1.4	**Value and protect the natural environment for future generations**	• Reduction in Council's energy consumption per EFT. • Percentage of waste diverted from landfill. • Volunteer rates in local environment groups. • Percentage of eligible landowners who retain the Environment Enhancement Protection Rebate.
1.5	**Support a transport system that connects and moves our community**	• Community satisfaction with access to public transport services. • Percentage of residents who reside within 400 metres of bus stops. • Ratio of residents who drive to work/education as opposed to public transport and active transport (walking or cycling).

THEME TWO

A well governed and leading organisation

2 >

Council is committed to providing strategic leadership and working in collaboration to better engage, represent and communicate with our diverse community. We will ensure that our services and facilities are efficient, effective and appropriate to seek the best outcomes for our community.

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

Current situation

With a growing and dynamic external environment, Council continues to review and adjust its services and look for better ways to respond to changing community needs. This includes implementing measures that cut red tape.

Our community seeks greater awareness and input into decisions affecting their lives. The development of inclusive communication and engagement approaches will support knowledge of, and trust in, our response to issues.

Focussing on priority and meaningful outcomes in an open and transparent manner will build community confidence in our governance approach. This can be supported by transparent reporting on our progress and performance to commitments.

Our governance frameworks will need to be integrated and aligned to ensure the decisions we make today, recognise not only the impact on existing communities but also for future generations. This will include continuation of change management and improvement programs that support performance and service delivery of our growing organisation.

A strategic and evidenced based policy approach to our decision making is central to improved operations. Well researched evidence supports our continued opportunity to fully inform, plan and respond effectively and efficiently to the community's needs.

Development of strategic alliances will ensure that we build on our advocacy approach on behalf of our residents, to assist us in meeting the needs of our community during a period of unprecedented growth.

A skills shortage across many professions in local government, staff turnover and ever increasing community expectations, remains a challenge in our workforce. A commitment to workforce planning, including office accommodation, will ensure Council is not vulnerable to future changes in service delivery, technology and organisational growth.

Outcome 2
Operating with innovation, transparency, accountability and sustainability

Objective 2.1 Build community trust through socially responsible governance for long term sustainability.

No.	Strategies
2.1.1	Practice a strategic evidence based policy approach to guide Council's decision making.
2.1.2	Align planning, resources and reporting through the delivery of Council's Integrated Planning Framework and Corporate Performance Management System.
2.1.3	Ensure Council's long term sustainability through responsible financial management.
2.1.4	Continually review and improve management systems, structures and processes to ensure they are aligned, efficient and effective.
2.1.5	Support transparency through public access to relevant information, decision making and strategic documents.

Supporting Plans

- Asset Management Plans
- Corporate Performance Management Strategy
- Enterprise Content Management Strategy
- Long Term Asset Plans
- Long Term Financial Plan
- Risk Management Strategy
- Service Contract Management Plans

Service Delivery Activities

- Asset Management Program
- Corporate Policy and Planning Service
- Finance and Rates Management
- Geographic Information System Program
- Governance Services
- Growth Areas Management
- Information Management Services
- Information Technology Operations and Project Portfolio Services
- Organisational Development
- Risk Management Program

Objective 2.2 Provide levels of service that balance community need with organisational capacity.

No.	Strategies
2.2.1	Undertake reviews to determine types and levels of service and assets provided by Council, aligned with community need, to continuously improve service quality.
2.2.2	Implement a strategic evidence based approach for the provision, management and maintenance of civic and community assets to ensure sustainable Council operations and equitable community access.
2.2.3	Provide facilities and services in an effective and cost-efficient manner through a range of public and private partnerships.
2.2.4	Engage with land developers in the design of open spaces and infrastructure that ensures the delivery of an accepted standard of asset.

Supporting Plans

- Annual Budget
- Asset Management Plans
- Disability Plan

Service Delivery Activities

- Annual Budget Program
- Asset Management Program
- Corporate Planning Service
- Customer Service
- Community Engagement Programs
- Engineering Infrastructure Planning
- Governance Services
- Growth Areas Management
- Management Program
- Open Space and Recreation Planning

Objective 2.3 Facilitate community engagement in planning and decision making.

No.	Strategies
2.3.1	Provide information about Council services and associated activities through a range of communication tools.
2.3.2	Encourage involvement, planning and decision making through Council's Community Engagement Framework.
2.3.3	Provide the community with balanced and objective information, to assist them in understanding Council's direction and decisions.

Supporting Plans	Service Delivery Activities
• Community Engagement Framework • Municipal Early Years Plan • Municipal Public Health and Wellbeing Plan • Youth Strategy	• Children's Services • Customer Engagement • Committees of Council • Community Forums and Networks • Community Care and Inclusion • Community Planning • Governance • Public Relations

Objective 2.4 Invest into a skilled, motivated, aligned and performing workforce.

No.	Strategies
2.4.1	Develop the skills and knowledge of Councillors and employees to grow capacity and optimum performance.
2.4.2	Through people leadership, drive accountability of strategic and operational commitments.
2.4.3	Generate a culture of learning and development that attracts and retains quality employees and delivers recognition programs to support innovation and motivate high performance.
2.4.4	Empower and support our people to realise and achieve their potential through a talent management framework.
2.4.5	Promote and support the health and wellbeing of our employees, Councillors, contractors and volunteers.

Supporting Plans	Service Delivery Activities
• Corporate Health and Wellbeing Strategy • Occupational Health and Safety Management Strategy • People Strategy	• Governance • Human Resources • Leadership Program • Learning and Development • Occupational Health and Safety • Return to work/injury management

Objective 2.5 Advocate in the best interests of our community and region.

No.	Strategies
2.5.1	Invest in relationships and alliances with influential people and organisations for improved community outcomes.
2.5.2	Develop and implement an advocacy framework, advocacy strategies, associated campaigns and reporting on outcomes.
2.5.3	Build on a coordinated approach to securing other government sources of funding that will support Council's capacity to deliver community infrastructure, planning and development opportunities and programs.
2.5.4	Engage government to obtain a timely share of funding to resource the complex and growing need for growth services and new infrastructure.

Supporting Plans

- Advocacy Strategy
- National Growth Areas Alliance Strategic Plan
- Western Melbourne Transport Strategy 2012-2030
- Western Agenda (Leadwest)

Service Delivery Activities

- Community Planning
- Councillors
- Customer Engagement
- Executive Management
- Governance
- Public Relations

Objective 2.6 Ensure timely compliance with statutory and regulatory obligations.

No.	Strategies
2.6.1	Update documents, local laws, practices and tools in accordance with legislation and best practice in delivering corporate and community services.
2.6.2	Implement and monitor regulatory inspections to ensure industry compliance and public health and safety.
2.6.3	Ensure procurement processes and external service contracts and projects are managed with probity to comply with legislative requirements and best practice performance standards.
2.6.4	Develop and maintain Council's emergency and disaster management planning, prevention, response and recovery capacity.
2.6.5	Build community resilience to emergency or disaster situations through education, programs and access to the right information.

Supporting Plans

- Heatwave Plan
- Municipal Emergency Management Plan
- Municipal Fire Management Plan
- Municipal Flood Emergency Management Plan
- Municipal Neighbourhood Safer Places Plan
- Pandemic Plan
- Planning Scheme
- Service Contract Management Plans

Service Delivery Activities

- Emergency Relief Program
- Environmental Health Services
- Fire Prevention Program
- Governance Services
- Legal Services
- Local Laws
- Management Accounts
- Municipal Emergency Management Planning
- Operations
- Organisational Development
- Planning Enforcement Program
- Procurement Services
- Statutory and Strategic Planning

THEME TWO

Strategic Performance Indicators:

Operating with innovation, transparency, accountability and sustainability

No	Objective	Indicators
2.1	**Build community trust though socially responsible governance for long term sustainability.**	• Community confidence in Council decision making. • Working Capital Ratio. • Long Term Obligations Ratio. • Debt Repayments Ratio. • Percentage of Council asset base outside of intervention levels.
2.2	**Provide levels of service that balance community need with organisational capacity.**	• Community satisfaction overall with Council Services. • Satisfaction rating of community access to leisure centres. • Ratio of Council Services reviewed within Council Plan term.
2.3	**Facilitate community engagement in planning and decision making.**	• Community satisfied with Council's community engagement in planning and decision making. • Community satisfied with information provided about Council services.
2.4	**Invest into a skilled, motivated, aligned and performing workforce.**	• Staff turnover rates. • Percentage of employees who have achieved a satisfactory or above level in their performance plans. • Reduction lost time injuries and hours.
2.5	**Advocate in the best interests of our community and region.**	• Community satisfaction with the City's advocacy and community representation on key local issues. • Ratio of Council annual budget funded by external sources.
2.6	**Ensure timely compliance with statutory and regulatory obligations.**	• Level of compliance with procurement process. • Emergency Management Audit Rating. • Number of registered animals per household.

THEME THREE

Diverse, confident and inclusive communities

3 >

Through a range of services, Council is committed to supporting a strong, diverse and motivated community that is connected through access to a range of cultural, lifelong learning and leisure activities.

We will create a City where people feel safe, and feel a sense of belonging and community pride.

Current situation

Social wellbeing is considered optimal when communities, including diverse groups and cultures, interact freely and are connected through a range of equitable support mechanisms.

Our changing community profile, which is diverse, comprising a mix of ageing households and young families, places pressure on the provision of high quality and responsive services to meet needs. High expectations by the community, increasing birth rates, combined with net migration, place further demand on the range of services from early childhood and through support of ageing in place.

Council needs to remain responsive to the changing lifestyle patterns and disposable income priorities of our residents. Our community is seeking greater flexibility in the duration and location of services and the challenge of affording the cost of services.

Our community seeks to grow its resilience by being empowered with the capacity to formulate solutions to their own issues. This can be supported through developing and strengthening local leadership and valuing the role of community groups and volunteers.

Lifelong learning is important to our community's capacity and development. The role of library services and Neighbourhood House programs, provide the opportunity for all to develop skills and interests. There is a need to support education pathways from informal to formal education and from education to employment opportunities.

Our community assets play a key role in creating local neighbourhood character. The range of learning, arts, cultural and community based programs operating from Council community centres, youth hubs and learning facilities bring together our diverse community. These sites, in addition to provision of events, festivals and arts and cultural programs, contribute to the development of community identity, social connection and local pride.

Council's partnership with Victoria Police will improve community safety and lessen the occurrence of crime. Council remains committed on the focus of family violence prevention and perceptions of community safety.

Outcome 3
A culturally rich, active, safe and connected City

Objective 3.1 Provide an accessible range of services for all including children, young people, families and older adults.

No.	Strategies
3.1.1	Plan and coordinate appropriate and affordable services for our growing population.
3.1.2	Provide targeted support and assistance to disadvantaged, at-risk and vulnerable residents.
3.1.3	Support the attraction of required community service organisations to our City and pursue stakeholder partnerships to ensure an integrated approach to quality community services.
3.1.4	Identify opportunities to celebrate the diversity of children, young people and families and establish settings to support the intellectual, social and emotional encouragement of children and young people.
3.1.5	Provide environments and services that encourage independent ageing in the community and at home.
3.1.6	Support the capacity of the local community to plan for, and increase participation of, people with a disability and their carers.

Supporting Plans

- Access for All Abilities Strategy
- Active Service Model Plan
- Ageing Well Strategy
- Disability Action Plan
- Housing Strategy
- Integrated Transport Plan
- Metro Access Plan
- Municipal Early Years Plan
- Municipal Public Health and Wellbeing Plan
- Neighbourhood House Strategy
- Planning Scheme
- Play Space Strategy
- Precinct Structure Plans
- Reconciliation Action Plan
- Youth Strategy

Service Delivery Activities

- Aged and Disability Service Provider Network
- Ageing Well and Diversity Program
- Children's Services
- Community Development Programs
- Design and Traffic Services
- Early Childhood Intervention
- Emergency Financial Relief program
- Family Support Services
- Food Services
- Health Promotion
- Home and Community Care (HACC)
- Housing Support Services
- Melton Youth Centre
- Men's Shed
- Neighbourhood House Program
- Respite Services
- Social Planning
- Strategic and Statutory Planning
- Youth Services

Objective 3.2 Build resilient people and communities through opportunities to participate in community life.

No.	Strategies
3.2.1	Facilitate partnerships between relevant stakeholders to build and strengthen the community's capacity to formulate their own solutions to issues.
3.2.2	Enhance the capacity of local residents through programs that develop and promote local leadership and community participation pathways.
3.2.3	Develop relationships that combine resources to support and promote the role of local community groups and volunteers.
3.2.4	Provide intervention, support, education and professional development opportunities for individuals, families, groups and networks to build capacity, sustainability and self-reliance.
3.2.5	Facilitate new community development programs and groups that support community capacity building.

Supporting Plans

- Best Start Action Plan
- Lifelong Learning Plan
- Intercultural Development Strategy
- Municipal Early Years Plan
- Municipal Public Health and Wellbeing Plan
- Neighbourhood House Strategy

Service Delivery Activities

- Ageing Well and Diversity Programs
- Best Start Program
- Child Care Services
- Community Development Programs
- Community Funding Program
- Counselling and Parenting Programs
- Early Intervention Program
- Early Years Partnership Group
- Emergency Relief
- Home and Community Care (HACC)
- Housing Services
- Integrated Family Services
- Maternal Child and Health Service
- Men's Shed
- Playgroup Program
- Volunteer Development Program
- Youth Advisory Service
- Youth Services

Objective 3.3 Develop an environment that supports imagination, creative expression and engagement in cultural experiences.

No.	Strategies
3.3.1	Plan and provide community and neighbourhood celebrations, events and programs that create a sense of pride in our community identity.
3.3.2	Encourage awareness of the diversity and value of arts and culture experiences.
3.3.3	Promote and assist access to existing and future local arts and cultural program spaces.
3.3.4	Create opportunities for the community to develop their creativity and experience the artistic work of others.
3.3.5	Develop the potential of existing and emerging artists through development pathways for children, young people and aspiring artists.

Supporting Plans

- Community Arts Facility Strategy
- Community Events and Arts Strategy
- Metro Access Plan
- Municipal Early Years Plan
- Youth Strategy

Service Delivery Activities

- Arts and Culture Programs
- Children's Services
- Community Development Program
- Community Events Program
- Public Relations
- Community Funding Program
- Community Services
- Health Promotion
- Youth Entertainment Events
- Neighbourhood House Program
- Youth Advisory Committee Awards
- Youth Services Performing Arts and Dance Programs.

Objective 3.4 Provide lifelong learning opportunities to build social connections and self development.

No.	Strategies
3.4.1	Facilitate flexible lifelong learning opportunities through Neighbourhood Houses, community facilities, library services and the attraction of training providers.
3.4.2	Partner with community organisations to deliver pathways from learning programs or formal education to employment for disadvantaged, at-risk or vulnerable residents.
3.4.3	Support the provision of a diverse and current range of reading and learning materials, reflecting our changing demographics.
3.4.4	Create a learning culture in the City through early engagement with children, young people and families.

Supporting Plans

- Community Learning Plan
- Community Safety Strategy
- Library Outreach Strategy
- Metro Access Plan
- Municipal Early Years Plan
- Municipal Public Health and Wellbeing Plan
- Neighbourhood House Strategy
- Youth Strategy

Service Delivery Activities

- Ageing Well and Diversity Programs
- Children's Services
- Community Development Program
- Library Services
- Lifelong Learning Programs
- Men's Shed
- Neighbourhood House Program
- Parenting Programs
- Social Research
- Youth Services Vocational Training Program

Objective 3.5 Build an inclusive community that embraces and values cultural diversity and celebrates our collective heritage.

No.	Strategies
3.5.1	Celebrate diversity and generate awareness, understanding and appreciation of indigenous and other diverse communities through support, information, activities and networks.
3.5.2	Advocate to attract community service organisations that can coordinate service options for resident settlement and integration support.
3.5.3	Engage multicultural and faith leaders to enhance communication between cultural and linguistically diverse residents and community organisations.
3.5.4	Deliver programs and projects to increase community knowledge and appreciation of our collective heritage and development as a City.

Supporting Plans

- Home and Community Care Diversity Plan
- Intercultural Strategy
- Municipal Early Years Plan
- Municipal Public Health and Wellbeing Plan
- Reconciliation Action Plan
- Youth Strategy

Service Delivery Activities

- Children's Services
- Community Development Programs
- Governance
- Heritage Advisory Service
- Home and Community Care (HACC)
- Intercultural Development Program
- Library Services
- Public Relations
- Reconciliation Program
- Social Research
- Youth Services

Objective 3.6 Create a safer community through building a sense of belonging and community pride.

No.	Strategies
3.6.1	Deliver community safety initiatives that connect community, increase participation, build capacity and address crime and graffiti prevention.
3.6.2	Through design, develop safe and welcoming public spaces that improve perceptions of safety, encourage crime prevention and provide opportunity for positive social engagement.
3.6.3	Collaborate with stakeholders to reinforce positive attitudes and behaviours to improve road safety, reduce crime and antisocial behaviour, at identified high risk locations and amongst identified population groups.
3.6.4	Collaborate to plan and advocate for the required increase in enforcement services and the provision of greater Police and Protective Service Officers.

Supporting Plans

- Ageing Well Strategy
- Community Safety Strategy
- Graffiti Management Strategy
- Municipal Early Years Plan
- Municipal Public Health and Wellbeing Plan
- Public Realm Strategy
- Road2Zero Strategy
- Youth Strategy

Service Delivery Activities

- Active Transport Program
- Children's Services
- Community Participation and Engagement Programs
- Community Safety Programs
- Community Planning
- Hoon Hotline
- Road Safety Program
- Social Planning and Strategy
- Strategic and Statutory Planning
- Youth 6801 Outreach Program

Objective 3.7 Ensure our established and new communities are well connected and supported.

No.	Strategies
3.7.1	Build cohesive communities through the connection and integration of established and new residential areas.
3.7.2	Undertake a coordinated approach to service access and the celebration of the identity of small townships and local neighbourhoods.

Supporting Plans

- Community Infrastructure Plan
- Housing Strategy
- Integrated Transport Strategy
- Municipal Early Years Plan
- Municipal Public Health and Wellbeing Plan
- Neighbourhood House Strategy
- Precinct Structure Plans
- Transport Access Plan
- Youth Strategy

Service Delivery Activities

- Ageing Well and Diversity Programs
- Arts and Culture Services
- Business, Growth and Sustainability
- Children's Services
- Community Development
- Community Planning
- Engineering Services
- Growth Areas Management
- Library Services
- Neighbourhood House Program
- Public Relations
- Social Planning and Strategy
- Strategic and Statutory Planning
- Urban Design Service
- Youth Services

THEME THREE

Strategic Performance Indicators:

A culturally rich, active, safe and connected City

No	Objective	Indicators
3.1	Provide an accessible range of services for all including children, young people, families and older adults	• Client satisfaction with aged care services. • Client satisfaction with children's services. • Client satisfaction with disability support services. • Client satisfaction with family support services. • Client satisfaction with youth services.
3.2	Build resilient people and communities through opportunities to participate in community life	• Volunteer rates. • Percentage of residents who are members of organised groups such as sports, community groups or professional associations.
3.3	Develop an environment that supports imagination, creative expression and engagement in cultural experiences	• Community satisfaction with cultural activities e.g. art exhibitions, festivals and other Council sponsored community events in parks and public places. • Percentage of residents who value the role of cultural activity and public art.
3.4	Provide lifelong learning opportunities to build social connections and self development	• Percentage of eligible population who are library members. • Client satisfaction with library services.
3.5	Build an inclusive community that embraces and values cultural diversity and celebrates our collective heritage	• Percentage of community who feel their community is accepting of people from diverse cultures and backgrounds. • Increase attendance levels at indigenous and multicultural events and activities.
3.6	Create a safer community through building a sense of belonging and community pride	• Percentage of residents who feel safe. • Increase in Law Enforcement Services.
3.7	Ensure our established and new communities are well connected and supported	• Percentage of community who like living in their local neighbourhood.

THEME FOUR

Community health and wellbeing

4 >

Council is committed to a partnership approach to develop solutions and opportunities for healthy communities. We will focus on enhancing the community's mental and physical health and wellbeing, and promote social inclusion through engagement across all community sectors.

We will improve quality of life through education, support positive behaviour change in healthy lifestyles and encourage our community to be physically active.

Current situation

Despite being a young community that has a strong sporting club culture, ill health and chronic disease statistics within the City are on the rise.

A healthy community is one where people maintain a quality of life, wellbeing and productivity in a secure environment. This contributes to a range of positive impacts, such as reduced levels of chronic disease.

The City of Melton and Melbourne's western region have a high prevalence of chronic disease such as obesity, diabetes, and heart disease that all negatively impact the community.

An estimated 65% of adults living in the City of Melton are reportedly overweight or obese, and research by Diabetes Australia revealed over 9.3% of City of Melton residents have type 2 diabetes, which is the second highest percentage in Victoria.

Improvement in integrated health planning to develop an aligned health service system will support an improved healthy community.

A focus on attracting a range of health and community services including hospital, medical (specialist and general practitioner), emergency and counselling services needs to be continued.

The rise in persons reporting mental health issues and the consequences of social harms associated with gambling, alcohol and illicit drug use, have significant impacts on local health and the sense of safety and wellbeing in our community. Shared proactive approaches on prevention and intervention will support community wellbeing.

Initiatives should be explored to overcome our residents' lower than recommended dietary intake of fresh fruit and vegetables. The support of accessibility and availability of nutritious food and opportunity to access regular physical activity will result in a healthier and more connected community.

Outcome 4
A City of people leading healthy and happy lives

Objective 4.1 Collaborate for an accessible, integrated and aligned health service system.

No.	Strategies
4.1.1	Collaborate with stakeholders to provide an integrated planning approach to health services delivery that responds to emerging public health and wellbeing needs.
4.1.2	Undertake assessment and gap analysis of existing health infrastructure and health service needs for current and future populations.
4.1.3	Plan, attract and advocate for primary health care and allied health service providers, aligned with evidence of need.
4.1.4	Partner to support an effective and accessible referral system to ensure timely and relevant access to community health services.
4.1.5	Advocate to government for the provision of a purpose built Community Health Centre, a Day Hospital / Day Procedure facility and 24 Hour General Public Hospital and associated services in the Melton Township.

Supporting Plans

- Active Service Model Plan
- Ageing Well Strategy
- Disability Action Plan
- Intercultural Strategy
- Medicare Local Strategic Plan (2013 - 2015)
- Municipal Early Years Plan
- Municipal Public Health and Wellbeing Plan
- Reconciliation Action Plan
- Strategic Direction Plan

Service Delivery Activities

- Best Start program
- Business Growth & Sustainability
- Community Development Programs
- Community Directory
- Early Childhood Intervention Programs
- Family Day Care
- Growth Areas Management
- Health Promotion
- Home and Community Care (HACC)
- Housing Services
- Infrastructure Planning
- Major Developments Unit
- Maternal and Child Health Service
- Melton Youth Centre
- Occasional Care
- Social Planning
- Strategic and Statutory Planning
- Vacation Care Program

Objective 4.2 Address health inequalities in our community.

No.	Strategies
4.2.1	Collaborate to deliver targeted health initiatives to address health inequalities.
4.2.2	Work in partnership to increase the community's understanding of the impact of mental health issues.
4.2.3	Implement initiatives that support and increase social inclusion for people at risk of clinical and/or preventable mental illness.
4.2.4	Build community awareness and attitudinal changes about the causes of family violence through community education campaigns.
4.2.5	Strengthen partnerships to address the underlying causes of family violence though early intervention initiatives and services.

Supporting Plans

- Active Service Model Plan
- Aquatic Strategy
- Hike and Bike Strategy
- Municipal Early Years Plan
- Municipal Public Health and Wellbeing Plan
- Open Space Strategy
- Play Space Strategy
- Preventing Violence Against Women and Children Strategy
- Recreation Strategy

Service Delivery Activities

- Community Development
- Family Services
- Family Violence Prevention
- Home and Community Care (HACC)
- Health Promotion
- Housing Services
- Maternal and Child Health Service
- Men's Shed
- Young and Family Counselling & Referral Service
- Youth Services

Objective 4.3 Encourage the community to be physically active and healthy.

No.	Strategies
4.3.1	Reduce the burden of chronic disease on our community through education that supports positive behaviour change in healthy lifestyles.
4.3.2	Research barriers and enablers to regular planned and incidental physical activity and respond through affordable, sustained and accessible physical activity programs.
4.3.3	Undertake marketing activities to increase the levels of physical activity and access to recreation pursuits.
4.3.4	Educate community on the importance of healthy eating and support an increase in the accessibility of fresh nutritious food.
4.3.5	Encourage and facilitate sustained physical activity in our growth areas through implementing 'healthy by design principles'.
4.3.6	Implement prevention and intervention programs that improve the physical health of vulnerable community members and the developmental outcomes of children.
4.3.7	Facilitate active lifestyles and community interaction through the provision of a range of local and regional level play spaces, sporting and leisure facilities.
4.3.8	Consult and empower children and young people to design a diverse range of play and recreation opportunities that provide education, sensory, accessible, experiential outcomes.
4.3.9	Deliver immunisation programs against preventable disease to infants and children, including vaccinations and health education programs.

Supporting Plans

- Access for All Abilities Plan
- Active Service Model Plan
- Ageing Well Strategy
- Disability Action Plan
- Engineering Standards
- Metro Access Plan
- Municipal Early Years Plan
- Municipal Public Health and Wellbeing Plan
- Neighbourhood House Strategy
- Open Space Asset Management Plan
- Open Space Strategy
- Precinct Structure Plans
- Road Safety Strategy
- Service Contract Specifications

Service Delivery Activities

- Active Transport Programs
- Children's Services
- Design and Traffic Services
- Healthy Communities
- Health Planning and Promotion
- Home and Community Care (HACC)
- Immunisation Program
- Men's Shed
- Neighbourhood House Programs
- Operations - Parks and Open Space Programs
- Road Safety Programs
- Social Planning
- Sport and Recreation Facilities
- Strategic and Statutory Planning
- Walking Programs
- Youth Services

Objective 4.4 Minimise social harms caused by gambling, tobacco, alcohol and other drugs.

No.	Strategies
4.4.1	Research current and future trends in social harms related to gambling, tobacco, alcohol and other drugs to inform the development of policy, plans, local laws and services.
4.4.2	Undertake Social Impact Assessments on venue-based liquor licence and gaming applications to minimise impact on high risk areas.
4.4.3	Collaborate with service agencies, venues and local community groups to explore proactive approaches in preventing and reducing the harms associated with gambling, alcohol, tobacco and other drugs.
4.4.4	Work with the industry, venues and retailers to support awareness and lawful compliance concerning the sale and use of gaming, alcohol, tobacco and other drugs.

Supporting Plans

- Gambling Strategy
- Municipal Public Health and Wellbeing Plan
- Municipal Strategic Statement
- Youth Strategy

Service Delivery Activities

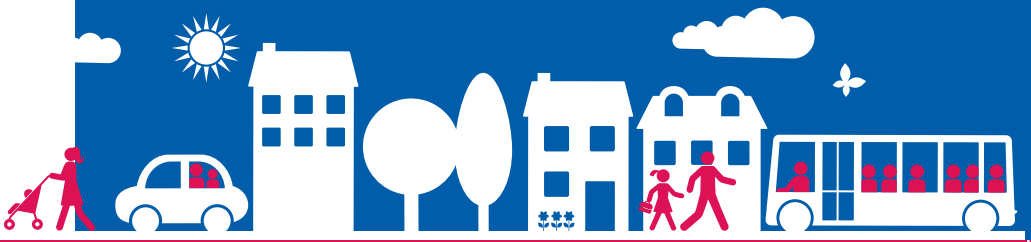
- Community Development Program
- Family Services
- Men's Shed
- Social Planning
- Strategic and Statutory Planning
- Youth Services

THEME FOUR

Strategic Performance Indicators:

A City of people leading healthy and happy lives

No	Objective	Indicators
4.1	**Collaborate for an accessible, integrated and aligned health service system**	• Community satisfaction with the level of access to local health services. • Ratio of general practitioners per capita.
4.2	**Address health inequalities in our community**	• Percentage of persons reporting high / very high degrees of psychological stress. • Community satisfaction with support services for disadvantaged residents (e.g. assistance for disadvantaged and minority groups).
4.3	**Encourage the community to be physically active and healthy**	• Percentage of persons who participate in organised activity (e.g. sporting clubs, gym etc). • Percentage of persons who participate in informal activity (e.g. walking, swimming, cycling, golf). • Increase in length of dedicated walk and cycle trails in the City. • Percentage of residents who regularly use local playgrounds, parks, plazas and gardens.
4.4	**Minimise social harms caused by gambling, tobacco, alcohol and other drugs.**	• Percentage of gaming machines per capita • Infringements in sale of tobacco to minors.



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A Proud Community Growing Together

CITY OF MELTON