

Melton City Council

Council and Wellbeing Plan

DRAFT

2021-2025

A vibrant, safe and liveable
City accessible to all



Melton City Council acknowledges Aboriginal and/or Torres Strait Islander peoples living and working in Melton. Council recognises the people of the Kulin Nations as the original custodians of the land now known as City of Melton. On behalf of the municipality, Council pays respect to their Elders, past, present and future.

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Message from the Mayor

It is with great pleasure that I present the *Melton Council and Wellbeing Plan 2021-2025*. This is an ambitious plan that identifies our key projects and advocacy priorities for the next four years; highlighting not only the opportunities, but also addressing the challenges, that our continued, sustained growth affords our municipality.

This Plan enables Melton City Council to develop, and deliver, the key programs, services and infrastructure our residents need to thrive in current and future social, environmental and economic climates, and ensure their aspirations are at the heart of everything we do. By outlining our priorities, Council holds itself accountable, and is transparent, in all our decision making and governance.

Our new vision: A vibrant, safe and liveable City accessible to all, evokes a sense of pride; where everyone is welcome, nurtured and given opportunities to realise their greatest potential. It is the foundation upon which our new Plan is built, and is a commitment that shows how Council, along with our diverse community groups, volunteers, businesses and residents, will continue to work together cooperatively and creatively, to overcome any challenges we may face to achieve our goal of becoming a flourishing City.

The City of Melton is a community that is transforming into a bustling municipality where people aspire to build a home, raise a family, establish a business and pursue a career. Whilst much of what attracts people to our municipality stems from our state of the art facilities, exciting new estates, and the beauty of our natural open spaces, it is in fact our community, our people and our values that make this great City, the place that people want to call home.

I have always said that people are our community's greatest asset. Our residents are amongst the most innovative and resilient residents not only in Melbourne's west, but across the City and indeed, beyond. I also firmly believe that if we all continue to work together; Council, community groups, service clubs, businesses and residents alike; we have not only the capacity, but also the ambition and courage, to reach all our individual and collective goals, and transform ours into a flourishing and prosperous City.

To further strengthen our position as a modern, innovative and well-planned City that others aspire to emulate, Council will continue to develop models and strategies that set benchmarks at a local, state and national level. We will work with partners, and key stakeholders, to develop relationships that strengthen our capacity to deliver timely infrastructure and services, all while respecting our cultural heritage.

Council is also dedicated to respecting and preserving our unique natural environment and cultivating our community spaces so that they are accessible and enjoyable for everyone.

We acknowledge that at the core of every strong and resilient community is a diverse and robust local economy that capitalises on opportunities, innovation and the entrepreneurial spirit of its local businesses.

The City of Melton is home to many award-winning, cutting edge businesses, but there's always room for more. Council will continue to encourage investment, both from existing businesses, as well as external operations who are yet to discover the untapped potential of our strategically located and well-resourced City.

In closing, I'd like to take this opportunity to thank the community, my fellow Councillors and Council staff for their support, input, encouragement and enthusiasm in preparing this Plan. Together with my fellow Councillors, I look forward to what the next four years, and beyond, will bring to help ensure this ambitious, vibrant vision comes to life.

Cr Kathy Majdlik
Mayor
City of Melton

Message from the Chief Executive Officer

The Melton Council and Wellbeing Plan 2021-2025 is a key document that sets out the strategic and planning direction for Council, and our community, over the next four years.

To reinforce our ongoing commitment to improving the health and wellbeing of our residents, business owners and visitors alike, Council has once again incorporated its Municipal Health and Wellbeing Plan into its Council Plan.

This decision articulates that the wellbeing of our community is not only one of our key priorities, but also has a major influence on everything that Council does. From preserving our natural environment for future generations, to the way we approach the development of new suburbs; how we implement services and programs across the City, to how we design and advocate for key community infrastructure, the merging of these two critically important documents only serves to remind everyone that the wellbeing of our community is at the heart of all that we do.

Informing the Plan is *Melton City 2041 - The City We Create*, our community's shared vision for the future of our municipality. Through the creation of our very first community panel, and by facilitating online discussion platforms and forums, people from a broad, representative range of social, economic, age, religious, and cultural backgrounds, shared what they loved about the City of Melton; what they felt needed improvement; and what their hopes for the future of our community were. The result is a unique community vision that captures the hopes and desires of our residents for what our City will become in the next 20 years.

Community engagement is the pillar upon which Council operates, and the conversations we had with residents and business owners to develop *Melton City 2041 - The City We Create* helped us better understand local needs and aspirations. These conversations gave us purpose, and helped us develop the strategies, programs and infrastructure plans we needed to realise these shared ideas.

Over the next four years, Council will continue to invest heavily in our community and ensure that we make the most of the opportunities that come from our continued and significant residential growth.

The foundation upon which the Plan is built has, at its core, our vision for the future, which is to create a vibrant, safe and liveable City that's accessible to all. It also serves to help frame our mission and enables us to nurture the aspirations of our community, promote respectful relationships and support growth through engagement, excellence, and inclusion.

To help us achieve this, we have developed six guiding themes which focus Council planning and programming and form the basis of our performance indicators throughout the life of the Plan.

These themes cover inclusivity and community safety; our natural environment; planning and development; education and the local economy; outstanding leadership; and an actively engaged community. They are both ambitious and achievable and enable us to report back to our community in an accountable and transparent manner.

I would like to take this opportunity to thank Councillors, staff, and the community, who generously contributed to the development of the Plan. It is through their input, that we have captured the themes and objectives that will cement the City of Melton as a prosperous, engaged, and innovative municipality at the heart of Melbourne's western region's growth and success.

Kelvin Tori
Chief Executive Officer
Melton City Council

Executive summary

Council is committed to strategic and inclusive planning and as part of this has developed this Plan, which sets the strategic direction for Council operations over the next four years. Council has again 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 Plan was developed following extensive deliberative engagement, stakeholder consultation, 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, COVID-19 recovery, social cohesion, access to health and community 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 and growing community.

The Plan describes how Council sees the development of the City in years to come, describing its vision for - A vibrant, safe and liveable City accessible to all. This vision is underpinned by six themes:

- One: A safe City that is socially and culturally connected
- Two: A vibrant and healthy natural and built environment
- Three: A fast growing, innovative and well-planned City
- Four: A City that promotes greater education and employment
- Five: A community that is actively engaged in the City
- Six: A high performing organisation that demonstrates civic leadership and organisational excellence.

Each theme outlines a number of objectives, strategic indicators and strategies. The 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 Plan has been prepared in accordance with the Local Government Act 2020, the Local Government Regulations 2020, Public Health and Wellbeing Act 2008, and the Public Health and Wellbeing Regulations 2019 including having regard to the Victorian Public Health and Wellbeing Plan 2019-2023.

1. Introduction

1.1. About the Council and Wellbeing Plan

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

Council has incorporated the 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 Plan is informed by *Melton City 2041 – The City We Create* and 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 the challenges and opportunities we currently deal with and establishes strength in our direction for development beyond 2025.

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, mission, themes, objectives, strategic indicators and strategies. It guides the development of all operational plans, organisational strategies, resource plans and annual budgets.

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

1.2. How the Council and Wellbeing Plan works

The Plan is prepared in accordance with the Local Government Act 2020, Local Government Regulations 2020, Public Health and Wellbeing Act 2008, and Public Health and Wellbeing Regulations 2019. Developing this Plan is one of the most important strategic pieces of work Council does, recognising that everything we do should create environments in which people can live healthy lives.

Section 89 of the Local Government Act 2020 states that:

- (1) A Council must undertake the preparation of its Council Plan and other strategic plans in accordance with the strategic planning principles.
- (2) The following are the strategic planning principles—
 - a. An integrated approach to planning, monitoring and performance reporting is to be adopted;
 - b. Strategic planning must address the Community Vision;
 - c. Strategic planning must take into account the resources needed for effective implementation;
 - d. Strategic planning must identify and address the risks to effective implementation;
 - e. Strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances.

Section 90 of the Local Government Act 2020 states that:

- (1) A Council must prepare and adopt a Council Plan for a period of at least the next 4 financial years after a general election in accordance with its deliberative engagement practices.
- (2) A Council Plan must include the following—
 - a. The strategic direction of the Council;
 - b. Strategic objectives for achieving the strategic direction;
 - c. Strategies for achieving the objectives for a period of at least the next four financial years;
 - d. Strategic indicators for monitoring the achievement of the objectives;
 - e. A description of the Council's initiatives and priorities for services, infrastructure and amenity;
 - f. Any other matters prescribed by the regulations.
- (3) A Council must develop or review the Council Plan in accordance with its deliberative engagement practices and adopt the Council Plan by 31 October in the year following a general election.
- (4) The Council Plan adopted under subsection (3) has effect from 1 July in the year following a general election.

The Public Health and Wellbeing Act 2008 requires councils to prepare a Municipal Public Health and Wellbeing Plan 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.

Section 26 of the Public Health and Wellbeing Act 2020 specifies that a Council must:

- include an examination of data about health status and health determinants in the municipal district
- identify goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing
- specify measures to prevent family violence and respond to the needs of victims of family violence in the local community
- provide for the involvement of people in the local community in the development, implementation and evaluation of the public health and wellbeing plan
- specify how they will work in partnership with the State Government and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the public health and wellbeing plan.

The Municipal Public Health and Wellbeing Plan must also have regard to the Victorian Public Health and Wellbeing Plan which guides the work of state and local government, health services, businesses and employers, and the wider community to improve the health and wellbeing of all Victorians. It outlines strategic directions to improve health and wellbeing at every life stage. Council, in partnership with local and regional health and community organisations, delivers initiatives that address the health priorities in the Victorian Public Health and Wellbeing Plan.

Inclusion of the Municipal Public Health and Wellbeing Plan into the Council Plan is permitted under the provision of the Public Health and Wellbeing Act 2008. Council has integrated the two plans 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 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.

1.3. Integrated Planning and Reporting Framework

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 (Figure 1) outlines the relationship between our key strategic documents and highlights the importance of the Community Vision as the pinnacle of Council's strategic planning.

Specifically, the Plan sets the strategic direction for Council operations over the four-year term of the elected Council. It is reviewed annually to ensure Council can continue to provide relevant services to the community.

The Plan also provides direction to generate a range of targeted policies and plans. These organisational policies and plans provide the evidence-based research, information and resourced action plans required to deliver services and specific initiatives.

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

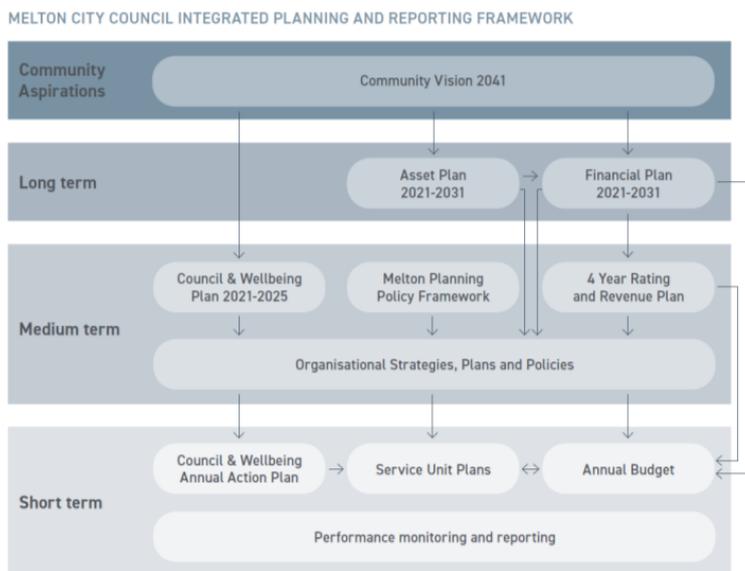


Figure 1: Integrated Planning and Reporting Framework

1.4. How the Council and Wellbeing Plan was developed

The Plan was developed following extensive consultation with our community and stakeholders, and analysis of relevant data, trends, research and government policy directions.

The consultation and research process was designed and led by Council in accordance with the requirements of the Local Government Act 2020.

During 2020 and 2021 people with a connection to the City were invited to identify opportunities and issues within the municipality that they would like to see Council focus on over the next four years. The impact of the COVID-19 pandemic meant the usual face-to-face opportunities for engagement could not be realised for this Plan. However, the consultation offered multiple avenues for engagement including surveys, focus groups, workshops, and various activities and opportunities online.

Council, for the first time, engaged a community panel to provide input into the development of the Plan, along with *Melton City 2041 – The City We Create*, the *Financial Plan 2021-2031* and *Asset Plan 2021-2031*.

The community panel brought together 40 residents in early 2021, who were representative of the community, and reflected the diversity of locations, ages and backgrounds of the City of Melton. The community panel was asked to deliberate on the question:

What are our aspirations for the growing City of Melton in 2041
and how should we prioritise and resource in order to get there?

In response to this remit, the community panel prioritised the strategies to be implemented within the Plan.

The community panel was key to ensuring the community's views helped inform Council's strategic planning. It was an exciting new approach to engaging the community and forms part of Council's deliberative engagement requirements under the Local Government Act 2020.

This extensive consultation has supported the development of a Plan that is tailored to the specific issues and opportunities within the City of Melton.

1.5. How the Council and Wellbeing Plan will be implemented, monitored and reviewed

The Annual Action Plan, identifying how it will work towards achieving the strategic outcomes and objectives identified in the Plan, aligned with the annual budget process. It describes Council's key strategic activities and new initiatives.

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 Plan describes our strategic direction up to 2025, we recognise the importance of being flexible and adapting to new challenges. For this reason, we will undertake annual reviews and update the Plan to maintain its relevance to our operating environment.

2. The City of Melton

2.1. Our location

The City of Melton is a key part of Melbourne's western growth corridor. It 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 City. The City of Melton 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 eastern corridor districts.



The Melton Township comprises the suburbs of Melton, Melton West, Harkness, Melton South, Kurunjang and Brookfield and is centred on the Melton major activity centre, around 35 kilometres north west of the Melbourne CBD. The Township continues to grow while preserving features of its rural heritage.

The City of Melton's eastern corridor is centred on 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 growth suburbs including Diggers Rest, Aintree, Bonnie Brook, Cobblebank, Deanside, Fieldstone, Fraser Rise, Grangefields, Ravenhall, Rockbank, Strathulloh, Thornhill Park, Truganina and Weir Views.

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

2.2. Our history

The City of Melton has a rich Aboriginal heritage which goes back over 40,000 years. Two different but related language groups, each made up of a number of individual clans, lived in the areas now covered by the Melton Local Government Area. These two language groups are the Wurundjeri Woi-Wurrung and Wada-Wurrung peoples.

These two Traditional Owner groups form two of the five tribes that make up the Kulin Nations. Historically and today, the inheritance of cultural practice for next generations is important, encouraging connection to people and places. City of Melton Aboriginal and/or Torres Strait Islander community members are diverse, coming from the two Traditional Owner groups, but also many Aboriginal nations and clans from across Australia.

Aboriginal stone tools and camp sites have been found along local water courses, as well as a number of scarred trees where bark had been excised out of the tree without causing harm to the ongoing health of the tree. This bark was used for making canoes, carrying containers, shields and shelters. There are a number of Aboriginal cultural 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 area's last known corroboree of 1863 in Hannah Watts Park, Melton.

The first European settlers arrived in the late 1830s. 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 1974, 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.

2.3. Our growth

The City of Melton is one of the fastest growing municipalities in Australia. It is home to more than 185,000 residents in 2021.

The population forecast provides projections up to 2051, showing how the City of Melton population is expected to grow over the next 30 years.

- The population is forecast to increase to 448,000 residents by 2051, an increase of 263,000? residents.
- While the population growth will occur across the whole City, the new suburbs will experience the largest growth.
- The City will grow by 8,800 residents per annum over the next 30 years. This represents an average annual growth of 2.8 per cent.
- In percentage terms, the greatest growth is forecast to be in Thornhill Park (14 per cent per annum).
- While the City will continue to attract young families, a substantial growth will occur in all age groups, including in children and middle-aged adults.
- Consistent with an ageing population, the greatest percentage growth will be in the 75 plus ages, and lone person households are forecast to be the fastest growing household type.

In comparison to metropolitan Melbourne, the City of Melton residents are relatively young, and there is a higher proportion of family households. Much of this can be attributed to the important role the City of Melton plays within the Melbourne housing market. The area is known for its comparatively affordable homeownership opportunities, attracting families.

The City of Melton welcomes people from around the world and is enriched by cultural and linguistic diversity. More than 30,000 people born overseas and 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.

3. Melton City Council

3.1. The role of Council

The *Local Government Act 2020* (the Act) sets out the primary purposes and objectives of councils and defines their roles, functions and powers.

Council is an elected body with perpetual succession under the Act. Its role is to provide good governance in its municipal district for the benefit and wellbeing of the municipal 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 including the *Disability Act 2006*, *Gender Equality Act 2020* and the *Victorian 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 path networks.

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, corporate reporting and information services.

The Act says a council must in the performance of its role give effect to a set of overarching governance principles. The Act also requires a council to take into account five supporting principles.

Overarching governance principles (s9(2) of the Act)

- a. Council decisions are to be made and actions taken in accordance with the relevant law
- b. Priority is to be given to achieving the best outcomes for the municipal community, including future generations
- c. The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted
- d. The municipal community is to be engaged in strategic planning and strategic decision making
- e. Innovation and continuous improvement is to be pursued
- f. Collaboration with other Councils and Governments and statutory bodies is to be sought
- g. The ongoing financial viability of the Council is to be ensured
- h. Regional, state and national plans and policies are to be taken into account in strategic planning and decision making
- i. The transparency of Council decisions, actions and information is to be ensured.

Supporting principles (s9(3) of the Act)

In giving effect to the overarching governance principles, a Council must take into account the following supporting principles—

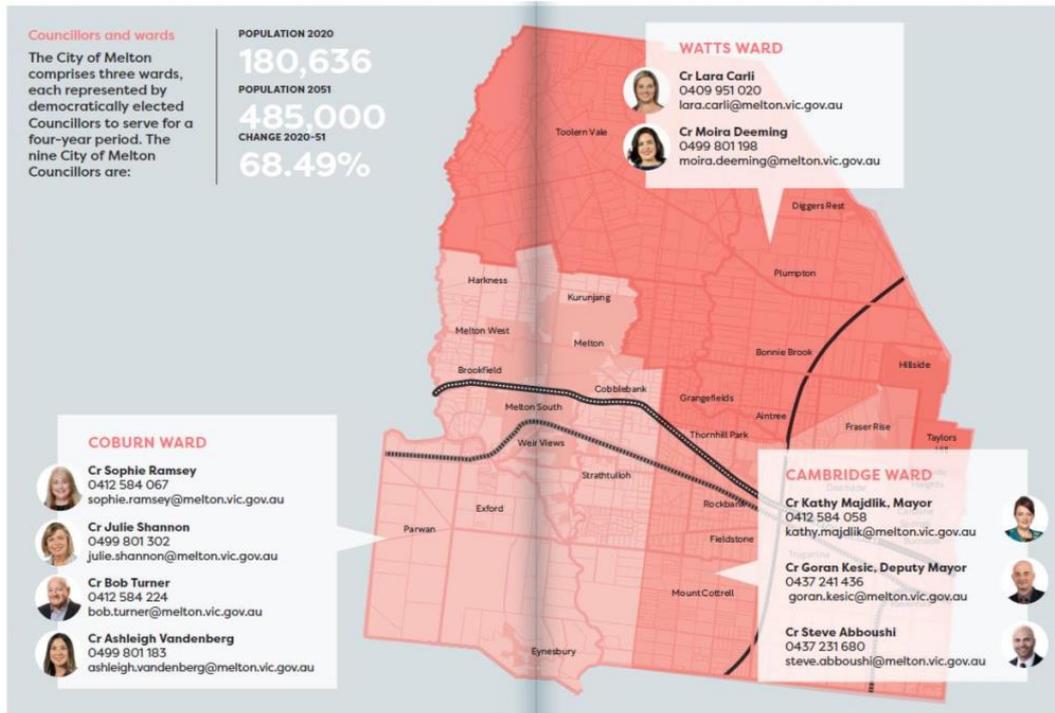
- a. The community engagement principles;
- b. The public transparency principles;
- c. The strategic planning principles;
- d. The financial management principles;
- e. The service performance principles.

For more information on the role of Council see the Local Government Victoria website at **localgovernment.vic.gov.au** or visit the websites of the three main local government peak bodies:

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

3.2. Councillors and wards

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



ABOUT OUR COUNCILLORS

Cr Kathy Majdlik, Mayor, Cambridge Ward

As a local resident of more than 20 years and a councillor since 2008, Kathy is passionate about creating a better future for families here in the City of Melton.

Her desire to help others and to ensure local families thrive in a happy, healthy and safe environment drives her work in representing and advocating for the community.

Disability services and access and inclusion for everyone are priorities Kathy values highly.

She is also strongly committed to environmental and economic sustainability and the health, wellbeing and safety of all those who call the City of Melton home.

Kathy brings her strong business background to Council, with a Double Masters in Business Administration (MBA) and Entrepreneurial Innovation (MEI). She also holds a Diploma in Local Government and is a Graduate of the Australian Institute of Company Directors (GAICD).

Kathy is currently serving her third term as Mayor.

- Fourth term on Council
- Served as Mayor (current; 2015/16; 2012/13), and Deputy Mayor (2009/10; 2008/09)

Cr Goran Kesic, Deputy Mayor, Cambridge Ward

As a Councillor, Goran cares for the needs of the community and advocates for greater job creation and investment in the local economy, a local tertiary learning environment, more police patrolling our streets, a new aquatic centre, more sporting facilities, and the permanent closure or relocation of the Ravenhall landfill.

A Caroline Springs resident of 20 years, Goran is married with an adult daughter and son, and works as an interpreter for South Slavic Languages at Western Health.

He holds a Bachelor's Degree in Strategic Studies and International Relations and a Master's Degree in International Relations from the Deakin University. He is an experienced analyst, investigator and adviser with many years' experience in linguistics, civil and military intelligence, security analysis and project management both internationally and locally. He has previously worked for the United Nations, UNHCR, ICRC and the Organisation for Security and Co-operation in Europe with various projects in the Balkans.

- Second term on Council
- Served as Deputy Mayor (current)

Cr Steve Abboushi, Cambridge Ward

Steve has been a City of Melton resident for 15 years and during that time has, as a volunteer, mentored and taught disadvantaged young people life skills to help them lead fulfilling lives.

He is passionate about ensuring the community's most vulnerable and disenfranchised residents have a voice and are represented in key Council issues. He is particularly interested in relieving the cost-of-living pressures faced by residents.

The achievements and passion of this city's residents, together with the picturesque parks, gardens and lakes are what make Steve a proud resident and Councillor of the municipality.

Steve and his wife Mariasol, a cancer nurse, have two primary school aged sons: Rafael, Orlando and cute groodle puppy named Aldo.

He has a Bachelor of Arts in Criminal Justice Administration, graduating with a high distinction average and has worked in the State Government and not-for-profit sector.

- Second term on Council
- Served as Deputy Mayor (2019/20)

Cr Lara Carli, Watts Ward

In her role as a Councillor, Lara always finds meeting local residents and doing what she can to address their needs very rewarding. It's important to her that Council delivers worthwhile, affordable projects of benefit to all residents, and she's particularly focused on the health, safety and wellbeing of the community.

As the city's population grows, Lara strives to help ensure residents have a great place to live – one that's well connected, with diverse education opportunities, local jobs, and positive health outcomes.

She is a proud Taylors Hill resident, often taking the time to explore what she calls the 'hidden gems' in our city – local eateries, gardens, walking trails, public art and more – with her husband and two children.

Before moving to the City of Melton, Lara served one term at Whittlesea Council where she was elected the first female Mayor in its history.

- Third term on Council
- Served as Mayor (2019/20), and Deputy Mayor (2018/19)

Cr Moira Deeming, Watts Ward

With the City of Melton's rapidly growing community in mind, Moira is interested in making sure that the infrastructure needs of the community are well planned for and well built.

She wants to ensure that rates are spent wisely and especially that support is provided to those volunteer community organisations that provide the personal, social investments in young and vulnerable people.

She enjoys writing on topics she is passionate about, is heavily involved with her local Presbyterian church and loves soccer, having played all through University where she was captain of the women's team.

Moira has studied a Bachelor of International Relations and went on to do a Post Grad Diploma in Teaching. She has worked as a teacher for more than a decade, and is now also a researcher, enabling her to work from home and look after her four children aged from two to 12 years old.

- First term on Council

Cr Sophie Ramsey, Coburn Ward

A local resident for more than 30 years, Sophie has been involved in and continues to support many volunteer and community groups.

She sees the local community as the city's greatest asset and strives to be a strong voice for everyone, so that even the most vulnerable and isolated can be heard.

Sophie's greatest aspirations for the community, and the things she tirelessly advocates for are a new Melton Hospital, a tertiary and TAFE facility for Melton, local road and highway upgrades, and more investment into local jobs.

As a mother to three beautiful daughters and having been the carer for her mother and grandmother, family is very important to her.

First elected to council in 2001, Sophie holds the honour of being Melton City Council's longest serving Councillor – elected for six terms and serving as Mayor four times.

- Sixth term on Council
- Served as Mayor (2016/2017; 2014/2015; 2004/2005; 2002/2003), and Deputy Mayor (2013/2014)

Cr Julie Shannon, Coburn Ward

Julie truly values learning about and understanding the needs of residents and giving them a voice on the issues that matter to them.

Honoured to fulfil her first term as a councillor, she's very interested in making Melton a destination for visitors and, among many ideas, would love to advocate for the Weir to be developed one day.

Family violence, homelessness and food security are issues Julie plans to help address in her role.

Julie lives, works and volunteers in Coburn Ward. She has been married to husband Paul for 35 years and has three daughters and four adorable grandchildren.

Her life experiences include small business, education, retail, hospitality, not-for-profit and faith-based activities. Julie has served on various industry and not-for-profit boards over the past 25 years which have taught her to appreciate diversity and value a difference of opinion.

- First term on Council

Cr Bob Turner, Coburn Ward

Bob is passionate about the health and wellbeing of young people, and strongly advocates for enhanced program delivery, more primary and secondary schools, and local TAFE and university.

Also a strong advocate for improving our transport system and roads, he campaigns for the electrification of the Melton Railway Line, improved local bus connections, and an upgrade of the Western Highway.

Bob immigrated to Australia from Dundee, Scotland, in 1989 with his wife and three sons and settled in Melton in 1990. Since then, his sons have married and Bob is now proud grandad to six beautiful grandchildren.

A toolmaker by trade, Bob was a founding member of the Melton Street Surfer Bus, Melton Idol and The Gap on Graham Inc Youth Centre initiatives. He is an active member of The Gap on Graham Inc, local community radio station 979fm, the Lions Club of Melton, the Red Cross, and is an L2P driving instructor.

- Fourth term on Council
- Previously served as Mayor (2018/19; 2017/18; 2013/14), and Deputy Mayor (2016/17; 2012/13)

Cr Ashleigh Vandenberg, Coburn Ward

Ashleigh's passion for helping others and her ambition to represent local needs saw her successfully elected in 2020.

Growing up in the City of Melton and now raising her two young children here, Ashleigh describes the local community as vibrant, inclusive and welcoming.

As a Councillor, she wants to ensure the City of Melton receives adequate funding for roads, services and community assets, and works to advocate to the state and federal governments to help deliver these outcomes for a healthy, safe and strong future.

She is the City of Melton's first Aboriginal Councillor and has a strong community connection and heritage to the Wiradjuri people.

Ashleigh is a registered nurse and holds a Bachelor of Nursing and Bachelor of Biomedical Science, completing her studies at Victoria University. She works on a surgical ward in a Melbourne hospital and has been on the front lines of the COVID-19 pandemic.

- First term on Council

3.3. 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 (CEO) is responsible for managing the implementation of Council's decisions.

The Executive Management Team consists of three General Managers and an Executive Manager led by the CEO. The CEO reports directly to Council. Each General Manager and the Executive Manager has a designated area of responsibility, supported by departments.

KELVIN TORI, CHIEF EXECUTIVE OFFICER

Appointed as CEO in May 2011, Kelvin provides strategic guidance for the management and development of Council. Kelvin is responsible for providing strong leadership to the organisation and oversees the management and operations of Council. Kelvin holds a Bachelor of Economics and is a Certified Practising Accountant. He has over 29 years' experience in local government.

MAURIE HEANEY, GENERAL MANAGER COMMUNITY SERVICES

Maurie has over 29 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. Maurie's portfolio includes departments such as Community Care, Families and Children, Recreation and Youth, Community Planning, and Libraries and Arts.

LUKE SHANNON, GENERAL MANAGER PLANNING AND DEVELOPMENT,

Luke is responsible for providing advice to Council and general management in the areas of Planning, Community Safety, City Design and Strategy, Environment and Waste, Engineering Services and Operations. Luke holds a Bachelor of Applied Science (Environmental Planning) and a Graduate Diploma in Cultural Heritage.

PETER BEAN, GENERAL MANAGER CORPORATE SERVICES

Peter has worked in Local Government for over 29 years in councils in metropolitan and interface areas of Melbourne as well as North Eastern Victoria. His portfolio covers areas such as Finance, Information Services, People and Culture, Engagement and Advocacy and Capital Projects. Peter holds a Bachelor of Business (Local Government), Graduate Certificate in Local Government Management and a Master of Business Administration.

LAURA JO MELLAN, EXECUTIVE MANAGER PROPERTY AND PROJECTS

Laura-Jo is responsible for strategically managing Council's property and projects portfolio, as well as leading Council's input into key State capital projects to support their timely, planned and efficient delivery. Laura-Jo is also responsible for Council's Corporate Planning and Performance functions. Laura-Jo holds a Bachelor of Arts with Honours in Environmental Planning (BAHons) and Master of Science (M.Sc.) focused in Urban Design.

3.4. Organisation structure

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

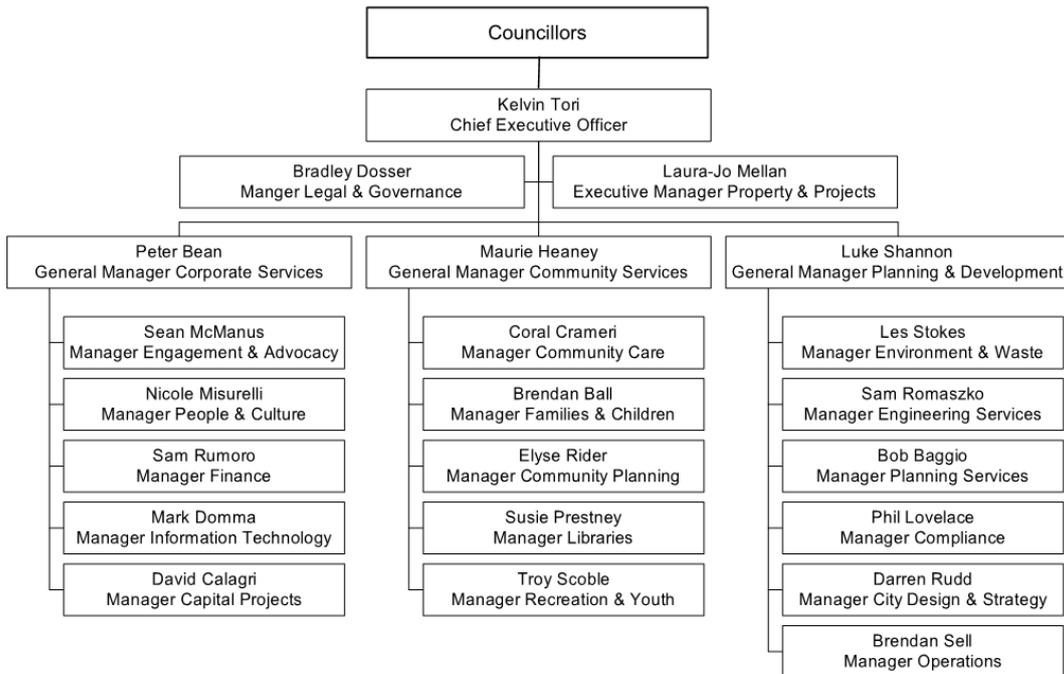


Figure 2: Organisation structure

3.5. Council services

FAMILIES AND CHILDREN'S SERVICES

This department provides services for children 0-12 years and their families. Programs include Maternal and Child Health, childcare services, kindergarten enrolment, playgroup and children's programs, family parenting programs, family support services, Preschool Field Officer Program and Best Start program. The service also facilitates Council's Early Years Partnership committee delivering Melton's Municipal Early Years Plan.

COMMUNITY CARE

This department provides a range services and programs for older people, people with disability and their carers including delivered and centre based meals, personal care, domestic assistance, community transport, property maintenance, community and centre based respite, the Men's Sheds and housing support to vulnerable individuals and families.

RECREATION AND YOUTH

This department provides leisure and aquatic centres, sports infrastructure, reserves, youth support services and youth programs through Melton and Taylors Hill Youth Centres. The department also provides advice to Council on open space planning, sport development, leisure needs and access to recreation activities.

COMMUNITY PLANNING

This department enables equity, inclusion, learning, connection, belonging and wellbeing for the current and future communities of Melton. It plans and delivers community learning and participation, wellbeing and health promotion, and social inclusion and awareness programs and initiatives for diverse community members, organisations and groups. Community Planning provides advice, social policy development, and social research and planning services to the whole of Council. It manages Council's community grants program, community engagement service, and community centre activation and programming. It works in partnership with Council services, Government agencies and Not for Profit stakeholder organisations to address existing and emerging needs in the community, attract funding and community services, and plan community infrastructure as Melton continues to grow and change.

CITY DESIGN & STRATEGY

This department provides strategic planning and administration of the Melton Planning Scheme, urban design and landscape architecture for assessment of planning permits, design and delivery of Council assets and facilities.

OPERATIONS

This department maintains our parks, open spaces, trees, property, drainage and roads. It also manages the municipal fire prevention, business continuity and community emergency management (planning, preparedness and recovery).

ENVIRONMENT & WASTE

This department provides waste management, graffiti removal and cleaning services that include kerbside waste, recycling and organics collection, street and footpath sweeping services, hard waste and dumped rubbish collection, graffiti removal, cleaning of Council's buildings, public toilets and BBQs. The department also oversees the operations of the Melton Recycling Facility. It also provides environmental planning and administering Council's Environmental Enhancement Program. It also creates, maintains and implements Council's environment, climate change, sustainability and integrated water management policies and plans, as well as the delivery of Council's environmental outreach activities to the community.

ENGINEERING SERVICES

This department provides the design for capital works, traffic management planning, built assets management, civil and landscape infrastructure planning, and geographic information systems.

PLANNING SERVICES

This department provides the assessment of planning and subdivision proposals under the relevant planning and subdivision legislation and ensuring compliance with the planning controls. Services provided include the assessment of planning and subdivision applications, pre-application consultation, planning advice, post permit approvals, issue of Statements of Compliance, and collection, monitoring and reporting of development contributions.

CAPITAL PROJECTS

This department is responsible for the planning, design and construction of a complex suite of new civil and community infrastructure within an operational framework delivering a works program via project management processes and controls. The department's primary responsibility is to achieve the timely programming and roll-out of Council's capital projects.

LIBRARIES AND ARTS

This department provides public library services including collections, programs, activities and access to technology from two library locations, online and via outreach services to promote reading, learning and literacy, and arts and cultural activities.

COMMUNITY SAFETY

This department provides strategic planning and administration of the Melton Planning Scheme, environmental planning and management, environmental education programs, urban design and landscape architecture for assessment of planning permits, design and delivery of council assets and facilities.

ENGAGEMENT & ADVOCACY

This department provides inbound call handling and counter services, communication campaigns and media management, hosting of events, artistic and cultural activities, facilitation of economic development and tourism outcomes, and promotion of Council's advocacy priorities.

FINANCE

This department provides financial services to both internal and external customers including the management of Council's finances, raising and collection of rates and charges and property valuation.

INFORMATION SERVICES

This department provides leadership, support and improvement capability in the area of information and technology so that the organisation can deliver effective services.

PEOPLE AND CULTURE

This department provides human resources, learning and development, payroll, industrial relations, occupational health and safety programs, workers' compensation services, and staff health and wellbeing initiatives.

LEGAL & GOVERNANCE

This department provides a range of internal services to Council including governance, legal, procurement, insurance, contractual, internal audit services, risk management services, fraud and corruption control, as well as administrative support to the Mayor and Councillors

PROPERTY & PROJECTS

This department provides the strategic management of Council's property and projects portfolio, as well as leading Council's input into key State capital projects to support their timely, planned and efficient delivery. It also provides Council's corporate planning and performance functions including the development and revision of the Council and Wellbeing Plan, Annual Report and Council's non-financial end-of-year reporting.

3.6. Our mission

Council will:

Nurture the aspirations of our community, promote respectful relationships and support growth through engagement, excellence, and inclusion.

Council is committed to providing the relevant support, services and infrastructure to meet the needs of our growing community. In doing this, Council is supporting people to fulfil their potential and aspirations in life whilst also supporting the community as a whole to be resilient.

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

3.7. Our corporate values

Our corporate 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.

We are Vibrant MELTON and our values are:

MOTIVATE

We are motivated by:

- our essential responsibility to strive and to deliver the best possible outcomes for community
- creativity, innovation and co-design approaches, with people at the heart of everything we do
- our commitment to continuous improvement
- our ability to maximise our time and resources
- the pride we take in our work and the quality of our outcomes.

EMPOWER

We are empowered to:

- involve others in solving problems, making decisions, and celebrate success
- encourage and recognise the contributions of others
- build capacity of staff and community
- take responsibility and be accountable for our decisions and actions
- be curious, think differently and try new things.

LEAD

We lead by:

- demonstrating our Vibrant MELTON Values
- embracing challenges and seeking to understand the drivers of future change
- encouraging creativity, innovation, design thinking and continuous improvement
- welcoming new ideas and ways of working from all levels of the organisation and community.

TRUST

We build trust by:

- demonstrating kindness, respecting all people and valuing differences
- learning from other's experiences and perspectives
- dealing with others fairly and equitably by actively listening and responding appropriately
- taking responsibility to follow through on the commitments we make.

OPEN

We demonstrate openness and integrity by:

- creating an environment that fosters honest communication
- collaborating with community and partners to achieve outcomes
- developing clear plans, policies and procedures and consistently applying them
- being transparent, accessible and providing relevant and timely feedback.

NURTURE

We nurture by:

- supporting growth and learning to achieve organisational and community goals
- being responsible for the way we treat others, and the natural environment
- encouraging a sense of belonging by sharing knowledge and actively supporting colleagues and community
- enriching the wellbeing and needs of current and future communities
- recognising people and projects that exceed expectations, celebrating achievements individually and together.

4. Wellbeing commitment

Everyone in the City of Melton deserves to live healthy, happy lives and experience positive health and wellbeing, and Council is committed to promoting and protecting the wellbeing of our community. This is part of Council's core business due to our significant influence on the built, natural, social and economic environments, and we recognise that all Council decisions, policies, programs and services have a direct or indirect impact on community wellbeing.

Health and wellbeing is determined by much more than genes and lifestyle factors (see Figure 3). It is determined by the circumstances in which people are born, grow, live, work and age. There is a range of wider determinants on health and wellbeing including income, early childhood experiences, gender stereotypes, norms and expectations, education, employment, social inclusion, housing and food, living and working conditions, freedom from violence and discrimination, quality of air, soil and water, and health systems. Unfortunately, not all members of our community have fair and equal access to these resources.

The way that Council supports community wellbeing is framed by the principles of public health and health promotion - in that health is a human right, not a privilege. Council is committed to supporting those in our community who may not have fair and equal access to resources, including but not limited to diverse faith, religious and cultural groups, people experiencing homelessness, low income earners, women, older people, people with disability, newly arrived community groups, Aboriginal and/or Torres Strait Islander people and our lesbian, gay, bisexual, transgender, intersex, queer and asexual (LGBTIQ+) community.

Council acknowledges and celebrates its diverse community and recognises that individuals do not exist in isolation. We acknowledge that networks and settings influence health and wellbeing which include families, peers, schools, workplaces, neighbourhoods, media, sporting clubs, community groups and clubs, community spaces and places of worship.

Council also recognises the strong link between liveability and community wellbeing – in that people's health and wellbeing is better in neighbourhoods that are safe, attractive, inclusive and sustainable, where there is access to affordable housing, public transport, walking and cycling paths, education, employment, open space, local shops, health and community services, and leisure and cultural opportunities. By focusing on liveability, Council recognises its role in creating social, natural, built and economic environments that enhance community wellbeing.

Our community has experienced significant hardship as a result of the COVID-19 pandemic. Council has an integral role in facilitating the community's recovery from the social and economic impacts of the pandemic. Council has developed a report which will inform evidence-based decisions on how best to support our community during the pandemic, and into the future (see website TBC).

Council's wellbeing commitment is aligned with the *Victorian Charter of Human Rights and Responsibilities Act 2006*, which enshrines certain freedoms into law. It is also aligned with the *Gender Equality Act 2020* which requires Council to progress gender equality in our organisation, policies, programs and services.

The *Climate Change Act 2017* has also been taken into consideration, requiring Council to mitigate and plan for climate change risks in order to achieve the best outcomes for our current and future community.

A comprehensive approach is required to improve the City's public health and wellbeing outcomes. To achieve this, we must:

- understand the health status of our community and its specific needs
- address the factors that contribute most strongly to the burden of disease and health inequalities
- work in partnership
- consider the wider determinants of health and apply an intersectional lens to how we design and deliver initiatives.

By doing so, we will also respond to diverse community needs and tackle the disadvantage, stigma and discrimination that impact on health and wellbeing. Council's commitment to health and wellbeing is embedded throughout the Plan, cutting through each theme, objective, strategy and strategic indicator. The areas with a stronger link to health and wellbeing, are highlighted with a heart icon ♥.

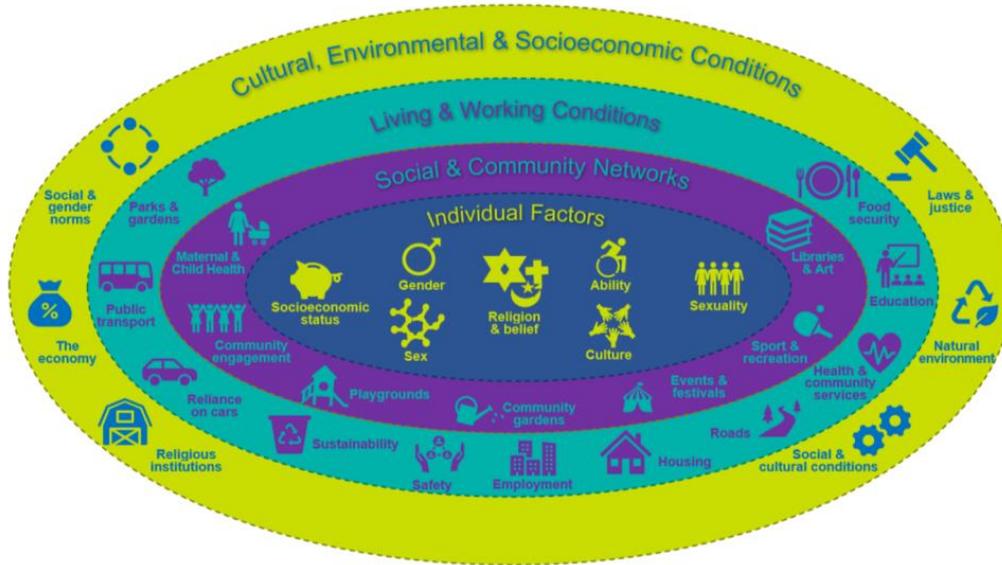


Figure 3: The determinants of health and wellbeing

4.1. Health and wellbeing in the City of Melton

Positive health and wellbeing supports people to fulfil their potential and aspirations in life, meet their day-to-day needs and to cope with changes in the environment and society around them. We know that many issues impact on the health and wellbeing of our community. It is important to recognise that health status varies markedly across the community, with socioeconomic disadvantage the greatest cause of health inequalities. Figure 4 highlights the health and wellbeing focus areas where the most gains can be achieved in the City of Melton. A full examination of this data can be found in the City of Melton Health and Wellbeing Profile at (website TBC).

This summary highlights health and wellbeing focus areas where the most gains can be achieved in the City of Melton.

Health and wellbeing issues by life stages			
Children and adolescents	Adults	Older adults	People with disability
Breastfeeding rates	Mental health	Chronic disease: type 2 diabetes, cancer	Inclusion and participation in civic life
Literacy and numeracy School completion	Chronic disease: overweight/ obesity, Type 2 diabetes	Social isolation	Accessible places, spaces and services
Youth unemployment	Sexual and reproductive health	Digital literacy	Education and employment
		Elder abuse	

Lifestyle and behaviour risk factors	
Smoking tobacco	Gambling
Physical inactivity	Sexual health
Poor diet	Health screening delays

Environmental conditions impacting on health and wellbeing			
Social & cultural	Economic	Built	Natural
Perceptions of safety	Housing stress (x)	Walkability	Heat waves
Family violence (x)	Unemployment (x)	Transport	Sun exposure
Social cohesion (x)	Food insecurity (x)	Community facilities (x)	Storm events
Gender equity	Digital divide (x)	Health and community services (x)	Water management
Racism and discrimination	Homelessness (x)		Air quality

(x) Environmental conditions exacerbated by the COVID-19 pandemic are indicated with this symbol.

Figure 4. Health and wellbeing conditions in the City of Melton

By taking an evidence-informed and coordinated approach we can maximise opportunities across the City and within different settings and services to support our community to live healthy lives and try and prevent many of these poor health outcomes. For the next four years we will continue to progress existing priorities and intensify focus in areas where we know we can make the greatest gains.

4.2. Working in partnership

To protect, improve and promote community wellbeing, a whole of community approach is required. No one area of Council, community or other level of government can achieve the outcomes of the Plan alone.

Without our partners, the outcomes of the Plan cannot be achieved. Over the next four years we will continue to work in partnership, tailoring responses to meet the needs of our community at all stages of life. Together we can make significant gains in improving the health and wellbeing of all and decreasing health inequalities.

5. Our vision

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

Our vision is for:

A vibrant, safe and liveable City accessible to all.

6. Council and Wellbeing Plan strategic direction

The Plan contains the following elements:

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

To achieve this vision, six 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, strategic performance indicators and strategies. These are identified in the tables commencing at 6.1.

THEME	OUTCOME
1. A safe City that is socially and culturally connected	A diverse, equitable, safe and connected City that people are proud to be a part of
2. A vibrant and healthy natural and built environment	A City that protects and enhances its natural environment for future generations
3. A fast growing, innovative and well-planned City	A City where growth and development occurs in a strategic, fair and sustainable way
4. A City that promotes greater education and employment	A City rich in local employment and education opportunities
5. A community that is actively engaged in the City	A community that embraces volunteering and is encouraged and able to engage with Council
6. A high performing organisation that demonstrates civic leadership and organisational excellence	An innovative, transparent, accountable and sustainable organisation

6.1. Theme one: A safe City that is socially and culturally connected

A DIVERSE, EQUITABLE, SAFE AND CONNECTED CITY THAT PEOPLE ARE PROUD TO BE A PART OF

Our community is at the heart of everything we do. Council is committed to supporting a diverse, equitable and connected community that people are proud to be a part of. Our community has told us they value a sense of belonging, want to feel safe in their homes and neighbourhoods, and want opportunities to come together. A safe City that is socially and culturally connected is created through local leadership, strong partnerships, accessible services, tailored programs and welcoming places that promote community health and wellbeing.

	OBJECTIVES	STRATEGIC INDICATORS	STRATEGIES
1.1	A community that celebrates diversity and is inclusive of all♥	<ul style="list-style-type: none"> Agreement that the City of Melton is an age friendly community Agreement that the City of Melton is accessible and inclusive for people with a disability Agreement that the City of Melton community is welcoming and supportive of people from diverse cultures and backgrounds♥ Agreement that the City of Melton is welcoming and supportive of the LGBTIQ+ community♥ Level of satisfaction with culture and diversity representation in community events 	1.1.1 Drive initiatives that promote gender equity♥ 1.1.2 Contribute to a welcoming community which embraces diversity♥ 1.1.3 Contribute to reducing inequalities among people living with disability, seniors, diverse faith and cultural groups, Aboriginal and/or Torres Strait Islander communities and LGBTIQ+ people, and contribute to strengthening respectful relationships between all♥
1.2	A safe community where people feel proud to live♥	<ul style="list-style-type: none"> Agreement that the City of Melton community are proud of, connected to and enjoy their neighbourhoods♥ Safety in public areas during the day♥ Safety in public areas at night♥ Agreement that the City of Melton is vibrant, accessible, and engaging♥ 	1.2.1 Invest in initiatives that promote road and community safety♥ 1.2.2 Empower the community to strengthen civic pride, social cohesion, and a sense of belonging♥ 1.2.3 Work in partnership with emergency services♥ 1.2.4 Enhance the City's reputation with the broader community
1.3	Local neighbourhoods are socially and culturally connected♥	<ul style="list-style-type: none"> Agreement that there are adequate opportunities to socialise and meet people in the local area♥ Satisfaction with the provision of cultural and community events 	1.3.1 Provide opportunities for participation and appreciation of the arts, and support local artists♥ 1.3.2 Facilitate opportunities for social connection♥ 1.3.3 Build community resilience through COVID recovery initiatives♥

	OBJECTIVES	STRATEGIC INDICATORS	STRATEGIES
			<p>1.3.4 Support community programs delivered by local organisations and community groups♥</p> <p>1.3.5 Invest in festivals and celebrations in partnership with the community and local business♥</p>
1.4	A City that promotes positive public health and wellbeing outcomes to our community♥	<ul style="list-style-type: none"> Agreement that family violence is prevalent in our community♥ Personal satisfaction with support services♥ Agreement that there are opportunities to participate in recreational and leisure activities♥ 	<p>1.4.1 Work in partnership with health and community service providers to deliver initiatives that meet the needs of the community♥</p> <p>1.4.2 Invest in the mental wellbeing, healthy eating and physical activity of all our community with an emphasis on children and young people♥</p> <p>1.4.3 Improve community health and wellbeing outcomes related to sexual and reproductive health, and harm caused by tobacco, alcohol and drug use♥</p> <p>1.4.4 Raise community awareness and deliver programs to prevent family violence♥</p> <p>1.4.5 Support children and young people to learn, develop and reach their full potential♥</p>
1.5	A City that celebrates Aboriginal and/or Torres Strait Islander cultures, knowledge and right to self-determination♥	<ul style="list-style-type: none"> Number of Council supported activities led by Aboriginal and/or Torres Strait Islander community members♥ Consultations completed with Aboriginal Traditional Owners 	<p>1.5.1 Provide and promote opportunities for the celebration and recognition of Aboriginal and/or Torres Strait Islander history and culture♥</p> <p>1.5.2 Incorporate Aboriginal culture into the built environment</p> <p>1.5.3 Identify and protect Aboriginal places of significance</p> <p>1.5.4 Provide leadership in reconciliation, build positive partnerships and community relationships, and support culturally appropriate activities, services and places♥</p>

THEME ONE RESPONDS TO WHAT THE COMMUNITY TOLD US IN RELATION TO:

- a larger/stronger police presence in the City*
- a focus on safety and security
- crime prevention/reduction
- encouraging greater community connection and social cohesion increasing opportunities for the community to come together, connect and promote social harmony.

* denotes areas where Council can only play an advocacy role

6.2. Theme two: A vibrant and healthy natural and built environment

A CITY THAT PROTECTS AND ENHANCES ITS NATURAL ENVIRONMENT FOR FUTURE GENERATIONS

Council is committed to protecting and enhancing the City's natural environment - its grasslands, forests, waterways, flora and fauna. People in our City have told us that the bushfires in early 2020 refined their focus on global warming and renewed their commitment to environmental sustainability whilst heightening their awareness of our community's vulnerability to climate change. They also recognise the health and wellbeing benefits of having close access to green open space, especially on their mental wellbeing during the COVID-19 pandemic. A whole-of-community commitment is required to combat climate change to ensure a thriving natural environment for current and future generations.

	OBJECTIVES	STRATEGIC INDICATORS	STRATEGIES
2.1	A City with healthy waterways, biodiversity and ecosystems♥	<ul style="list-style-type: none"> Satisfaction with Council responsibilities towards the environment Number of Reserve Management and Monitoring Plans 	2.1.1 Ensure that new waterways are developed in a way that balances biodiversity enhancement with education and leisure♥ 2.1.2 Ensure the maintenance and protection of waterway ecosystems 2.1.3 Ensure biodiversity is well managed and protected, both on Council's land and on private land 2.1.4 Advocate to the State Government to complete the acquisition of the Western Grassland Reserve and other biodiversity conservation reserves
2.2	The community and infrastructure are resilient to the impacts of a changing environment♥	<ul style="list-style-type: none"> Resource efficiency of Council buildings Trees planted in the City♥ 	2.2.1 Provide an integrated approach to land management that addresses risks, such as bushfire, uncontrolled weeds, flooding and storm events 2.2.2 Employ the principles of climate change adaptation in Council infrastructure 2.2.3 Support initiatives that promote cooling of the urban environment♥ 2.2.4 Ensure assets are adequately renewed, maintained, fit for purpose and resilient to changing climate conditions
2.3	A City growing and developing sustainably♥	<ul style="list-style-type: none"> Street trees with passive irrigation Number of actions completed through the Climate Change Adaptation Plan♥ Local heritage and sites of significance 	2.3.1 Ensure land development practices minimise environmental harm and damage 2.3.2 Promote the efficient use of resources in the development of the City 2.3.3 Promote the use of Environmentally Sustainable Design guidelines in all aspects of the development of the City

	OBJECTIVES	STRATEGIC INDICATORS	STRATEGIES
			2.3.4 Support the conservation and restoration of heritage places 2.3.5 Facilitate access to and appreciation of local natural landscapes and places of cultural heritage
2.4	A City that mitigates and adapts to climate change, and is environmentally aware♥	<ul style="list-style-type: none"> Number of Council led or supported environmental sustainability events♥ Waste diverted from landfill # Potable water as a percentage of total water 	2.4.1 Educate and engage the community in local environmental and sustainability issues and decision making♥ 2.4.2 Maximise the use of alternative water sources and reduce Council's reliance on potable water 2.4.3 Advocate and lead in moving to a low carbon economy 2.4.4 Reduce the amount of waste being sent to landfill

Denotes performance indicator is required under the Local Government Performance Reporting Framework

THEME TWO RESPONDS TO WHAT THE COMMUNITY TOLD US IN RELATION TO:

- retaining and protecting local natural habitats
- greater maintenance, cleanliness and beautification of existing natural areas
- more trees, especially street trees.

6.3. Theme three - A fast growing, innovative and well-planned City

A CITY WHERE GROWTH AND DEVELOPMENT OCCUR IN A STRATEGIC, FAIR AND SUSTAINABLE WAY

Council is committed to ensuring that the growth and development of our City occurs in a strategic, fair and sustainable way. Our community has told us that they want well-planned neighbourhoods that promote walking and cycling, efficient public transport and a free-flowing road network. They want public spaces that foster connection as well as a state-of-the-art hospital, and local health and community services. Council will partner with and advocate to service providers and all tiers of government to work towards achieving this.

	Objectives	Strategic indicators	Strategies
3.1	A City of 20-minute neighbourhoods♥	<ul style="list-style-type: none"> Satisfaction with the provision of parks and gardens♥ Work, shop and spend time locally Dwellings within 800m of public open space♥ 	<p>3.1.1 Advocate to and work with the State Government and other stakeholders in planning for the City</p> <p>3.1.2 Investigate opportunities to enhance the connectivity and activity of existing urban areas♥</p> <p>3.1.3 Appropriately plan for future development of greenfield land and ensure linkages to existing communities and assets♥</p> <p>3.1.4 Undertake integrated open space planning to ensure all neighbourhoods have access to reserves, parks, gardens, heritage places and natural assets♥</p> <p>3.1.5 Support local place making and buy local initiatives♥</p> <p>3.1.6 Promote the take up of smart technology to connect people, enhance safety and improve liveability</p>
3.2	Health and community services accessible locally♥	<ul style="list-style-type: none"> Satisfaction with local health services♥ Proximity to local community services♥ 	<p>3.2.1 Advocate for and facilitate for the provision of health and community facilities to be within close proximity and safe access to public transport♥</p> <p>3.2.2 Plan and design Council facilities to accommodate health and community services♥</p> <p>3.2.3 Advocate for and support the development and delivery of the Melton Hospital and associated services♥</p> <p>3.2.4 Strengthen the health and community service system by working in partnership with providers and State Government to attract additional services and support the expansion of existing services♥</p>

	Objectives	Strategic indicators	Strategies
3.3	A City with accessible infrastructure that meets the needs of all♥	<ul style="list-style-type: none"> Satisfaction with planning for population growth Satisfaction with Council facilities Annual Capital Works Program Satisfaction with public spaces♥ 	<p>3.3.1 Ensure infrastructure and open space are designed, built and maintained to accommodate safety, growth, diverse needs and adaptability</p> <p>3.3.2 Advocate for and support the development of diverse and affordable housing options♥</p> <p>3.3.3 Advocate to and work with the State Government for the timely delivery of State infrastructure to service the City</p> <p>3.3.4 Design, build and maintain the public realm to enable the promotion of physical activity♥</p> <p>3.3.5 Embrace new technology with the potential to revolutionise how City infrastructure are planned and managed sustainably</p>
3.4	An integrated transport network that enables people to move around♥	<ul style="list-style-type: none"> Satisfaction with sealed local roads # Satisfaction with off road bike and/or walking paths♥ Satisfaction with the public transport network Number of kilometres of shared paths 	<p>3.4.1 Advocate to the state and federal governments to deliver new and upgraded transport infrastructure to meet the needs of our growing community</p> <p>3.4.2 Improve connectivity between existing and new communities♥</p> <p>3.4.3 Ensure road networks are adequate, safe and contribute to the wellbeing of the community♥</p> <p>3.4.4 Improve accessibility, comfort and connectivity of key active transport routes♥</p> <p>3.4.5 Support the creation of a connected and active community through the design and delivery of safe walking and cycling networks♥</p>

Denotes performance indicator is required under the Local Government Performance Reporting Framework

THEME THREE RESPONDS TO WHAT THE COMMUNITY TOLD US IN RELATION TO:

- advocating for public transport improvements in relation to the frequency, connections and schedules*
- improving road connections across the City
- improving infrastructure, especially in new developments and suburbs
- access to health services, including a public hospital*

- more parks and gardens.

* denotes areas where Council can only play an advocacy role

6.4. Theme four - A City that promotes greater education and employment

A CITY RICH IN LOCAL EMPLOYMENT AND EDUCATION OPPORTUNITIES

Our community has told us that they want to be known as a learning City, for our pioneering innovation and a place with abundant employment opportunities. Council is committed to advocating for local tertiary education, ensuring that as our community grows there is equitable access to schools and training opportunities, as well as providing lifelong learning programs for all stages of life. In addition to this, Council will work closely with local businesses and invest in attracting new business ventures to enable more residents to be locally employed. We will work in partnership with the community, private sector and all tiers of government to achieve this.

OBJECTIVES		STRATEGIC INDICATORS	STRATEGIES
4.1	A strong local economy that supports business growth and attracts new investment	<ul style="list-style-type: none"> Satisfaction with local business growth and development City of Melton Business Register Capital Investment Value 	<p>4.1.1 Invest in programs that support local business to start, grow, connect and thrive</p> <p>4.1.2 Support initiatives that create opportunities for new business, jobs and investment in the City</p> <p>4.1.3 Plan for key employment precincts within Precinct Structure Plans</p> <p>4.1.4 Advocate to the State Government to undertake the Precinct Structure Plans which are employment focussed to facilitate the creation of local jobs</p>
4.2	A City with a variety of education facilities accessible locally♥	<ul style="list-style-type: none"> Satisfaction with Council's advocacy for education Usage of Council facilities for community learning♥ Satisfaction with accessibility to education facilities locally 	<p>4.2.1 Advocate for the timely delivery of primary, special and secondary schools</p> <p>4.2.2 Maximise the use of existing Council facilities by external providers of educational programs♥</p> <p>4.2.3 Advocate for the delivery of TAFE and tertiary education facilities and opportunities in the City</p> <p>4.2.4 Support local pathways between education, training and employment♥</p>
4.3	A City with a diversity of local job opportunities with an increasing number of residents locally employed♥	<ul style="list-style-type: none"> Job vacancies in the City Ratio of industry types Satisfaction with local job opportunities 	<p>4.3.1 Encourage access to diverse and quality local employment opportunities</p>

OBJECTIVES		STRATEGIC INDICATORS	STRATEGIES
		<ul style="list-style-type: none"> Commute time to place of employment 	<p>4.3.2 Advocate to State and Federal government and private industry for increased and diverse local employment opportunities</p> <p>4.3.3 Partner with community organisations and the employment and education sectors to identify skill shortages and advocate for employment pathways♥</p>
4.4	Lifelong learning opportunities that bring local communities together♥	<ul style="list-style-type: none"> Satisfaction with local library services♥ Neighbourhood house program participation♥ The rate of school leavers entering higher education, vocational education or employment♥ Satisfaction with Community Centres / Neighbourhood Houses 	<p>4.4.1 Invest in programs and activities for all ages and stages of life that promote lifelong learning♥</p> <p>4.4.2 Help close the digital-divide by improving the community's digital literacy♥</p> <p>4.4.3 Create a learning culture in the City through early engagement with and support for children, young people and families♥</p> <p>4.4.4 Partner with education providers to facilitate the delivery of education and training programs</p> <p>4.4.5 Advocate for the provision of digital technologies accessible to all</p>

THEME FOUR RESPONDS TO WHAT THE COMMUNITY TOLD US IN RELATION TO:

- creating local jobs*
- encouraging business growth that would in turn create local job opportunities
- creating local economies by encouraging residents to buy local
- better shopping precincts in local areas
- encourage greater investment in the western region, especially of government agencies and larger businesses.*

* denotes areas where Council can only play an advocacy role

6.5. Theme five - A community that is actively engaged in the City

A COMMUNITY THAT EMBRACES VOLUNTEERING AND IS ENCOURAGED AND ABLE TO ENGAGE WITH COUNCIL

Council is committed to working in collaboration with our community to better understand and represent their diverse needs. Our community has told us that they want to contribute to the development of Council projects that affect their lives so we will encourage our community to engage with us through accessible and transparent consultation. People in our City have also shared that they want to be actively engaged in the community and want to contribute to making their City great through volunteering.

	OBJECTIVES	STRATEGIC INDICATORS	STRATEGIES
5.1	Deliberative engagement and communication with the community informs planning and decision making	<ul style="list-style-type: none"> Satisfaction with consultation and engagement # 	5.1.1 Position the organisation to deliver robust deliberative engagement 5.1.2 Invest in Council's capacity to design and conduct meaningful community engagement activities 5.1.3 Provide the community with balanced, transparent and objective information
5.2	A range of platforms, including digital, that cater for accessible community engagement and consultation♥	<ul style="list-style-type: none"> City of Melton Conversations: community engagement platform Community participation in engagement or consultation♥ 	5.2.1 Streamline customer access to Council by investing in new technology while maintaining non digital channels for people with access constraints 5.2.2 Increase participation in online community engagement platforms 5.2.3 Provide opportunities for meaningful community engagement, especially with diverse faith and cultural groups♥
5.3	Increased volunteerism in the City♥	<ul style="list-style-type: none"> Volunteering in Council activities, programs or events♥ Community volunteering♥ 	5.3.1 Invest in establishing systems and structures to enable strong volunteerism in the City♥ 5.3.2 Establish partnerships to promote volunteerism♥ 5.3.3 Promote the benefits of volunteerism♥

Denotes performance indicator is required under the Local Government Performance Reporting Framework

THEME FIVE RESPONDS TO WHAT THE COMMUNITY TOLD US IN RELATION TO:

- more community consultation and engagement
- increased and improved communication with residents, particularly across a diverse range of methods to ensure accessibility and ensuring a combination of traditional and digital communication
- listening to the community and responding to feedback.

6.6. Theme six - A high performing organisation that demonstrates civic leadership and organisational excellence**AN INNOVATIVE, TRANSPARENT, ACCOUNTABLE AND SUSTAINABLE ORGANISATION**

Council is committed to providing strategic leadership and striving for innovation, transparency, accountability and sustainability. We will manage the City in a socially responsible way and ensure our services and facilities are efficient and equitable. We will work in partnership with our community, stakeholders and all tiers of government to meet the needs and aspirations of our growing City.

	Objectives	Strategic indicators	Strategies
6.1	An organisation that demonstrates excellence in customer and community service	<ul style="list-style-type: none"> • Council responsiveness to community needs • Response times to customer and community enquiries 	6.1.1 Provide high quality, consistent and responsive customer service throughout all areas of Council 6.1.2 Establish an organisational approach to strategically planning for children and young people
6.2	An adaptive, innovative and creative organisation	<ul style="list-style-type: none"> • Council is efficient and well run 	6.2.1 Invest in a skilled, motivated and high performing workforce through leadership and staff development programs 6.2.2 Invest in new and emerging technology that supports innovation
6.3	An organisation that demonstrates excellence in civic leadership and governance	<ul style="list-style-type: none"> • Council decision making # • Council's representation, lobbying and advocacy on key issues • Council's performance in maintaining trust and confidence of the community 	6.3.1 Maintain a high level of transparent, accountable, unbiased and representative governance 6.3.2 Engage with all levels of government to support Council's capacity to deliver outcomes in response to changes in legislation 6.3.3 Improve the transparency of organisational performance to our community 6.3.4 Invest in professional development opportunities for Councillors relevant to their civic responsibilities 6.3.5 Advocate to, and partner with all levels of government, community organisations and the private sector
6.4	An organisation that celebrates diversity and inclusion♥	<ul style="list-style-type: none"> • Events that promote diversity and inclusion♥ • Council respects, reflects and is inclusive of our diverse community♥ • Gender Equality Plan actions♥ 	6.4.1 Build capacity of Council to ensure all programs and services are inclusive, accessible and consider intersectionality♥ 6.4.2 Strengthen the organisation's commitment to gender equity♥

	Objectives	Strategic indicators	Strategies
			6.4.3 Build cultural competence to understand and promote Aboriginal self-determination♥ 6.4.4 Position the organisation as an employer of choice
6.5	An organisation that tackles climate change♥	<ul style="list-style-type: none"> • Council's Carbon Emissions♥ • Progress towards overall carbon neutrality • Percentage compliance with Environmentally Sustainable Design plans for Council buildings 	6.5.1 Build Council's capacity to adapt to the impacts of climate change♥ 6.5.2 Reduce Council's carbon emissions♥

Denotes performance indicator is required under the Local Government Performance Reporting Framework

THEME SIX RESPONDS TO WHAT THE COMMUNITY TOLD US IN RELATION TO:

- improving customer service with faster responses and greater resolution of issues
- improving the use of financial resources, especially through business improvements and innovation
- greater transparency about decision-making, especially in terms of communicating how and why decisions are made.

7. Glossary of terms

Aboriginal self-determination	Self-determination is enabling Aboriginal and/or Torres Strait Islander people to access the rights that are necessary to achieve economic, social, and cultural equity, based on their own values and way of life
Active transport	Physical activity undertaken as a means of transport. It includes travel by foot, bicycle and other non-motorised vehicles
Biodiversity	Is the shortened form of two words "biological" and "diversity" and refers to all variety of life that can be found on Earth (plants, animals, fungi and micro-organisms) as well as to the communities that they form and the habitats in which they live
Built environment	Human-made surroundings that provide the setting for human activity, ranging in scale from buildings and parks or green space to neighbourhoods and cities that can often include their supporting infrastructure
Council plan	A plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four year
Deliberative engagement	<p>Deliberative engagement is a form of community engagement that requires participants to critically consider arguments and weigh-up competing demands in order to determine preferences for resolving public policy questions.</p> <p>It takes place at the highest three levels of influence on the IAP2 spectrum, 'Involve', 'Collaborate' or 'Empower' and engages a group of people who are representative of those affected by the matter under discussion.</p> <p>It requires a level of engagement that is measured, considered, and has the involvement of others.</p> <p>Deliberation can be scaled to fit the size, complexity, and impact and of the project, as well as the organisational resourcing available to undertake the engagement.</p>
Discrimination	<p>Discrimination happens when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics.</p> <p>Discrimination can be against the law if it is based on a person's:</p> <ul style="list-style-type: none"> • age • disability • race, including colour, national or ethnic origin or immigrant status • sex, pregnancy, marital or relationship status, family responsibilities or breastfeeding • sexual orientation, gender identity or intersex status. <p>Reference: Australian Human Rights Commission, https://humanrights.gov.au/quick-guide/12030</p>

Diversity	<p>The Melton community is diverse. Promoting and supporting diversity is about respecting differences, supporting access and inclusion for all community members, and recognising human dignity across a range of individual attributes, including but not limited to:</p> <ul style="list-style-type: none"> • age • culture • disability • employment activity • educational attainment and fields • gender and sex • industrial activity • language • lawful sexual activity • marital status • parental status or status as a carer • physical features • political belief or activity • pregnancy and breastfeeding • race • religious belief or activity • sexual orientation <p>Reference: Equal Opportunity Act 2010 – Sect 6 (protected attributes)</p>
Gender	<p>A social and cultural concept. It is about social and cultural differences in identity, expression and experience as a man, woman or non-binary person.</p> <p>Non-binary is an umbrella term describing gender identities that are not exclusively male or female.</p> <p>Reference: Australian Bureau of Statistics abs.gov.au/statistics/standards/standard-sex-gender-variations-sex-characteristics-and-sexual-orientation-variables/latest-release</p>
Gender equality	<p>Gender equality means equality of rights, opportunities, responsibilities and outcomes between persons of different genders.</p> <p>Reference: Gender Equality Act 2020, https://www.legislation.vic.gov.au/as-made/acts/gender-equality-act-2020</p>
Gender identity	<p>Means the gender-related identity, appearance or mannerisms or other gender-related characteristics of a person (whether by way of medical intervention or not), with or without regard to the person's designated sex at birth.</p> <p>Reference: Sex Discrimination Amendment (Sexual Orientation, Gender Identity and Intersex Status) Act 2013 https://www.legislation.gov.au/Details/C2013A00098</p>

Inclusion	<p>Inclusion occurs when people feel, and are, valued and respected. Regardless of their personal characteristic or circumstance, and where they:</p> <ul style="list-style-type: none"> • have the opportunity to fulfil their individual and combined potential • have access to opportunities and resources • can contribute their personal best in every encounter • can contribute their perspectives and talents to improve their organisation • can bring far more of themselves to their jobs • have a sense of belonging. <p>Reference: Victorian Government, https://www.vic.gov.au/dpc-diversity-and-inclusion-strategy-2019-2021/what-do-we-mean-diversity-and-inclusion</p>
Initiatives	Actions or projects that are one-off in nature and/or lead to improvements in service
Intersectionality	<p>Refers to a way of seeing people's experiences as shaped by (but not limited to) their race, socio-economic background, sex, gender, and sexuality all at the same time. This overlap or combination of differences makes up a person's unique identity. Identities within an individual may come, go or converge, depending on time or place (for example life stages). The point of understanding intersectionality is to also understand the variety of privileges and/or forms of discrimination or exclusion that one may experience simultaneously at any given time (for example gender and race together).</p> <p>Reference: Victorian Government, https://www.vic.gov.au/dpc-diversity-and-inclusion-strategy-2019-2021/what-do-we-mean-diversity-and-inclusion</p>
Major initiative	Significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget
Place making	The process of creating quality places that people want to live, work, play, and learn in
Integrated Planning and Reporting Framework	The key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
Precinct Structure Plans (PSPs)	High level master plans for whole communities. PSPs layout roads, shopping centre, schools, parks, housing, employment, connections to transport and generally resolve the complex issues of biodiversity, cultural heritage, infrastructure provision and development contributions
Public realm	Spaces and places that are open and freely accessible to everyone, regardless of their economic or social conditions
Regulations	The Local Government (Planning and Reporting) Regulations 2020
Services	Assistance, support, advice and other actions undertaken by a council for the benefit of the local community

Sex	<p>Sex refers to the biological characteristics that define humans as female or male.</p> <p>While these sets of biological characteristics are not mutually exclusive, as there are individuals who possess both, they tend to differentiate humans as males and females.</p> <p>In general use in many languages, the term sex is often used to mean “sexual activity”, but for technical purposes in the context of sexuality and sexual health discussions, the above definition is preferred.</p> <p>Reference: World Health Organisation: https://www.who.int/reproductivehealth/topics/gender_rights/sexual_health/en/</p>
Strategic indicator	A measurement of progress of Council towards the attainment of its strategic objectives
Objectives	The outcomes a council is seeking to achieve over the next four years and included in the Council and Wellbeing Plan
Strategies	High level actions directed at achieving the strategic objectives in the Council and Wellbeing Plan
Themes	<p>Themes are broad in scope. and define what major strategic directions an organisation will pursue to achieve its vision.</p> <p>A theme is an area in which the organisation must excel in order to achieve its vision.</p>