



DRAFT COUNCIL PLAN
INTEGRATING THE MUNICIPAL PUBLIC
HEALTH AND WELLBEING PLAN

2017-21

Acknowledgment of Country

Moonee Valley City Council respectfully acknowledges the traditional custodians of this land — the Wurundjeri people of the Kulin Nation, their spirits, ancestors, elders and community members both past and present.

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Introduction to this plan

The Council Plan is a medium-term strategic plan that sets out our strategic direction and priorities for the four-year Council term.

The Municipal Public Health and Wellbeing Plan is integrated within this document and outlines actions to prevent and minimise public health dangers, and enable people living in the municipality to achieve optimum health and wellbeing.

This plan addresses legislative requirements in the *Local Government Act 1989* and the *Public Health and Wellbeing Act 2008*.

The resources required to achieve our strategy are set out in the Strategic Resource Plan, which is an attachment to this document.

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A message from the Mayor

On behalf of Moonee Valley City Council, I welcome you to the Council Plan, our strategic blueprint for 2017-21. This plan describes how we will work over the next four years to achieve the community's vision for Moonee Valley: 'A city of clean, green and beautiful, vibrant, diverse and sustainable communities that people experience as friendly and safe to live in.'

Moonee Valley faces a number of challenges including a growing and ageing population, development and loss of 'green' spaces and the adequacy of infrastructure. This plan identifies not only how we will respond to these challenges, but also the opportunities we will seize to make the vision a reality. All councils face similar challenges and it is important to recognise that we cannot, and do not, act alone — we work in partnership with all areas of society and other levels of government to deliver on your vision for the future.

For the first time, we have integrated the Municipal Health and Wellbeing Plan into the Council Plan. This means we used a single planning process to develop a cohesive strategy that embeds health and wellbeing matters across all areas of Council activities.

The extensive range of services we provide to the community form the foundation for delivering this plan. This plan also guides us in prioritising new initiatives and improvements that will help to achieve our strategy.

Some key priorities for the next four years include to:

- work with regional partners to prevent violence against women
- support communities in Flemington and Ascot Vale with place-based outreach, leadership, development, education, employment and training programs
- keep our city green, shady and attractive by improving our open spaces, tree canopy and water usage
- improve walking, cycling and public transport to make getting around Moonee Valley easier, safer and more sustainable
- enhance leisure and recreational facilities and encourage greater participation
- develop MV2040, a long-term plan to improve the liveability of our city.

I would like to thank members of the community, business owners, community groups, staff and my fellow Councillors whose input helped shape this plan. Your insights have been invaluable. We will continue to work with you as we refresh our vision for Moonee Valley for 2040.

Cr Andrea Surace

Mayor

Your Councillors

The Council consists of nine Councillors, each elected for a four-year term. The city is divided into three wards to ensure voters are represented fairly and equitably.

Buckley Ward: comprises Aberfeldie, Essendon Fields, Essendon North, Strathmore, most of Essendon and Strathmore Heights, parts of Moonee Ponds and Essendon West.

- Cr Rebecca Gauci Maurici
Phone: 0437 299 648. Email: rgaucimaurici@mvcc.vic.gov.au
- Cr Richard Lawrence
Phone: 0418 369 290. Email: richardlawrence@mvcc.vic.gov.au
- Cr Narelle Sharpe
Phone: 0429 977 171. Email: nsharpe@mvcc.vic.gov.au

Myrnong Ward: comprises Ascot Vale, Flemington, Travancore, most of Moonee Ponds and part of Essendon.

- Deputy Mayor, Cr Cam Nation
Phone: 0402 222 378. Email: cnation@mvcc.vic.gov.au
- Cr Jim Cusack
Phone: 0407 521 432. Email: jcusack@mvcc.vic.gov.au
- Cr Nicole Marshall
Phone: 0408 141 471. Email: nmarshall@mvcc.vic.gov.au

Rosehill Ward: comprises Airport West, Avondale Heights, Keilor East, Niddrie, most of Essendon West and part of Strathmore Heights.

- Mayor, Cr Andrea Surace
Phone: 0408 309 435. Email: asurace@mvcc.vic.gov.au
- Cr Samantha Byrne
Phone: 0437 329 146. Email: sbyrne@mvcc.vic.gov.au
- Cr John Sipek
Phone: 0423 776 740. Email: jsipek@mvcc.vic.gov.au

A snapshot of Moonee Valley

Moonee Valley is located in the inner and middle north-western suburbs of Melbourne, between 4-13 kilometres from the CBD. The city covers 43 square kilometres and encompasses the suburbs of Flemington, Travancore, Ascot Vale, Moonee Ponds, Aberfeldie, Niddrie, Essendon West, Essendon, Essendon North, Avondale Heights, Keilor East, Strathmore, Strathmore Heights, Airport West and the locality known as Essendon Fields.

Our population

Approximately 124,203 people call Moonee Valley home. We face an increased population in the future, with an estimated growth rate of around 1-2 per cent. It is expected an additional 25,121 people will be living in Moonee Valley by 2036. Within Moonee Valley, there is potential for significant increases in the number of older people, as people choose to age in place.

Our diverse community

Almost one-third of our population was born overseas, the top three countries of origin being Italy, the United Kingdom and India. Some suburbs have a much higher proportion of overseas-born residents such as Travancore, where 45 per cent of the population was born overseas. Around 30 per cent of our population speak a language other than English at home, the most dominant languages being Italian, Greek and Vietnamese.

Our health and wellbeing

While diversity is a major strength for Moonee Valley, health and wellbeing outcomes can be quite different for different groups. Some of the priority population groups we target to improve equitable outcomes in our community include people in social housing, older people, Aboriginal and Torres Strait Islanders, persons from culturally and linguistically diverse backgrounds and women and girls. Our health and wellbeing challenges, like many Victorians, include chronic disease, Type 2 diabetes, obesity, psychological distress and violence against women. Residents of Moonee Valley also experience inequalities: our municipality has eight of the top 24 most disadvantaged small areas in Victoria in terms of socio-economic disadvantage. This means the gap between advantage and disadvantage is increasing over time.

How we live

Moonee Valley has a higher proportion of fully owned housing than the average for metropolitan Melbourne and neighbouring municipalities. However, the proportion of house purchases is lower than the metropolitan Melbourne average, indicating housing is becoming more expensive to purchase in Moonee Valley. Most dwellings are detached houses (64.9 per cent) with flats, apartments and units being the

second most prevalent housing type. Moonee Valley has the third highest proportion of social housing dwellings in Victoria, with almost 9 per cent of dwellings as social housing stock. The average household size is expected to decrease marginally from around 2.5 persons per household in 2016 to 2.4 in 2036. Moonee Valley can be described as a 'tale of two cities', with relative advantage and disadvantage living side by side.

Our economy and employment

Moonee Valley has a strong economy with more than 30,500 jobs located in the municipality and a Gross Regional Product of \$4321 million as of April 2016, up more than \$300 million since April 2014. Of the jobs within Moonee Valley, more than 20 per cent were classified as professional (jobs with a high skill requirement). The next largest proportion of jobs were sales roles at 15 per cent. More than 50,000 Moonee Valley residents were employed at the last Census, with around 20 per cent working in Moonee Valley and 29 per cent working in the City of Melbourne. Unemployment rates in Moonee Valley were lower than Greater Melbourne and Victoria at 4.73 per cent, but unemployment rates vary significantly between suburbs in Moonee Valley. Flemington and Travancore had an unemployment rate of around 10.3 per cent at the last Census, while Essendon West and Niddrie had unemployment rates of less than 3 per cent. Early school leavers and non-English speaking persons experience higher levels of unemployment than others.

How we get around

Many residents use cars or other vehicles as their main form of transport. Most people drive to work, or take the car as a passenger. Public transport is good, but notably uneven across the municipality. Areas of disadvantage often have worse access to public transport. Slightly more than 10 per cent of households do not own a vehicle and rely on alternative forms of transport.

Our open spaces

Moonee Valley has around 220 parks, gardens and open space reserves that cover around 12.5 per cent of the municipality by area (528 hectares). For half of our population, access to parks and gardens is a factor for determining where they live. The quality, size, and type of open space varies by location. Niddrie has the lowest access to parks and gardens of all suburbs in Moonee Valley.

Our organisation

The organisation is divided into four directorates under the leadership of a Chief Executive Officer. The following structure was implemented in March 2017.



Our vision, mission and values

Vision

In 2035 Moonee Valley will be a city of clean, green and beautiful, vibrant, diverse and sustainable communities that people experience as friendly and safe to live in.

Mission

Moonee Valley City will engage in partnership with the community to lead and develop a city that is:

1. Friendly and safe: An equitable, inclusive and healthy community.
2. Clean, green and beautiful: A healthy environment and enhanced amenity.
3. Sustainable living: Connected, well-designed municipality, thriving neighbourhoods, accessible places and spaces.
4. Vibrant and diverse: Celebrating diversity, promoting participation, and creating a strong economy.
5. Resilient organisation: A resilient organisation that is sustainable, innovative, engaging and accountable.

Values

- Strategic thinking
- Communication
- Accountability
- Leadership
- Innovation
- Teamwork

About this plan

Every four years, we produce two high-level strategic documents: the Council Plan and the Municipal Public Health and Wellbeing Plan (Health Plan). These are prepared respectively in accordance with the *Local Government Act 1989* and the *Public Health and Wellbeing Act 2008*. For 2017-21 we have taken a new approach and created a Council Plan that integrates the Health Plan.

This is a medium-term strategic plan that sets out our strategic direction and priorities for the four-year Council term. The plan guides Council through its four-year term and is shaped by the community vision, MV2035.

How we developed this plan

A great deal of information has been considered in preparing this plan. We reviewed the strategic and policy context in which local government operates. We took guidance from MV2035 (the community vision for Moonee Valley), as well as from relevant legislation and guidelines, ie. Plan Melbourne 2014, National Disability Insurance Scheme, Victorian Royal Commission into Family Violence, Resilient Melbourne Strategy and Melbourne Growth Strategy.

To inform our objectives and priorities we engaged with the community, Councillors, staff and other stakeholders, including health and wellbeing sector partners. Further, we reviewed demographic data, previous research findings, as well as priorities and evidence regarding health and wellbeing matters.

The plan was reviewed and refined in consultation with the Executive Team and Councillors. A draft was then presented to a Council meeting and approval sought to exhibit the proposed plan and invite public comment.

Our approach to integrated planning

Our policy-making, planning and resource allocation is principally guided by the following documents, which are all informed by input from the community and other stakeholders:

- MV2035, the community vision for Moonee Valley
- The Council Plan, integrating the Health Plan
- The Municipal Strategic Statement which sets the strategic direction for land use and development in Moonee Valley.

This is the first time we have integrated the Health Plan within the Council Plan. Integration raises the profile of health and wellbeing, and embeds health and wellbeing across all Council activities. A number of significant trends in the municipality's health and wellbeing status support the need for a combined approach.

Achieving a whole-of-Council focus on health and equity

A multi-pronged response is required to improve the health and wellbeing for both the wider Moonee Valley community as well as for priority populations. This is often referred to as a social determinants of health approach.

Health and city planning recognises the relationship between health and socio-economic disadvantage. In this way, cities have a role to play in creating healthy environments and providing opportunities for people and communities to improve their quality of life. Prevention is at the centre of efforts to deliver lasting improvements to health and wellbeing, and reductions in health and wellbeing inequalities.

Equity, in practice, is about actively seeking to reduce the differences in health and wellbeing status between different groups or communities, and distributing the opportunities for wellbeing according to people's needs. For example, service and program funding can be prioritised and targeted to specific priority populations to address barriers to participation and reduce social disadvantage. This approach has multiple benefits and informs investment when working within a constrained financial environment. This plan prioritises and targets those who experience the greatest inequalities and need to achieve faster and greater improvements in health and social outcomes.

Council's Diversity, Access and Equity Policy seeks to foster respect and celebrate diversity, demonstrate leadership, promote participation and create accessible places and spaces. Central to the policy is the recognition that some community members experience disproportionate levels of disadvantage, and only through tackling inequity can we reduce barriers and allow all community members to live full and healthy lives. At its core is a respect for human rights. The *Victorian Charter of Human Rights and Responsibilities Act 2006* makes it a requirement for councils to consider human rights when making decisions, developing laws and policies and delivering services.

The social determinants of health

Health starts where we live, learn, work and play. We know that individual behaviours such as eating well, staying active, not smoking, getting immunised and accessing health care influences our health.

Our health is also determined in part by access to social and economic opportunities; the resources and supports available in our homes, neighbourhoods, and communities; the quality of our education; the safety of

our workplaces; the cleanliness of our water, food, and air; and the nature of our social interactions and relationships.¹

The conditions in which we live explain in part why some people are healthier than others and why some groups of people are not as healthy as they could be. In essence, a social determinant is a factor in the community, economy or environment that can influence the health and wellbeing of people and places.

By focusing our attention on determinants we are more likely to address the causes of avoidable health problems. The ways local government can apply this lens and make a difference are explained in Figure 1.

Figure 1: The social determinants of health and wellbeing (Local Government Association UK)



Environments for Health

The Environments for Health Framework is a Victorian Municipal Public Health and Wellbeing Planning Framework that identifies the social, economic, natural and built aspects of the world around us and how they impact on health and quality of life. This model has healthy communities at its centre, and illustrates that a range of settings and interventions are required for healthy communities.

¹ Robert Wood Johnson Foundation. A new way to talk about the Social Determinants of Health. <http://rwjf.ws/1BwVGOK>

Some of the issues that we identified for our community in regards to the four environments for health are:

- Social: increasing rates of family violence, increased electronic gaming machine losses.
- Built: lack of affordable housing, poor public transport access in some areas.
- Economic: Pockets of high unemployment, food insecurity.
- Natural: Climate change adaptation, uneven access to green spaces.

How we resource this plan

The financial and non-financial resources required to achieve our objectives for the next four years are set out in the Strategic Resource Plan (SRP). The SRP is an attachment to this plan. We also develop an annual budget that describes the services and the significant initiatives we will fund to achieve the Council Plan.

Health and wellbeing activities are implemented through annual work plans which focus on a small number of evidence-based priorities, target and use resources effectively for a more significant impact, and work with health and prevention sector partners on shared priorities.

How we report on our progress

The Annual Report reviews in detail our progress on the Council Plan's implementation. We provide a statement of progress regarding the initiatives in the Budget, and report the results we achieved against an extensive suite of performance indicators.

The Health Plan is evaluated every four years in accordance with the *Public Health and Wellbeing Act 2008*. Our Council Plan identifies health and social indicators for certain objectives that are guided by the Victorian Public Health and Wellbeing Outcomes Framework. These indicators provide a picture of how liveable Moonee Valley is, taking into account a broader range of factors than just those for which Council is responsible. This plan will be supported by annual work plans, annual reviews and a health and wellbeing evaluation framework for Council and partners that will:

- Identify and track progress against desired health outcomes
- Monitor health and wellbeing trends
- Review the effectiveness of our processes and partnerships
- Align with direction from the State Government.

How we review our strategy

Our strategic documents need to be updated regularly to ensure they are aligned and up to date. While this plan aligns to MV2035, a new long-term vision known as MV2040 is currently under development. Once the new vision is adopted, this plan will be aligned to MV2040.

We review this plan annually and make amendments where appropriate. The SRP is also updated each year. Similarly, the Municipal Strategic Statement is reviewed once this plan is approved in order to ensure alignment between these key strategic documents.

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Community engagement

We consulted with a diverse range of community members, business owners, community groups, staff and Councillors to develop this plan.

We analysed feedback from more than 16,000 people gathered during 38 consultations that were undertaken between 2014 and 2017.

What you told us

Friendly and safe	<ul style="list-style-type: none"> • Mental health • Alcohol and other drugs • Family violence • Access to services • Disability access • Exercise opportunities • Community leadership • Social connection • Community safety
Clean, green and beautiful	<ul style="list-style-type: none"> • Sustainability education • Parks and open spaces • Flemington Estate • Reduce pollution and traffic • Parks for events
Sustainable living	<ul style="list-style-type: none"> • Well managed development • Public transport • Infrastructure for the future • Adapting to new technology • Cycling • Affordable housing
Vibrant and diverse	<ul style="list-style-type: none"> • Employment • Volunteering • Affordable services • Culturally appropriate services • Local business support • Libraries, festivals and events • Promote diversity and participation
Resilient organisation	<ul style="list-style-type: none"> • Diverse communication and information sources • Inclusive and local employment • Healthy and diverse workforce • Environmentally sustainable

Challenges, opportunities and priorities

Over the coming four years, Council will need to address certain challenges and harness a number of opportunities to ensure it is well prepared for the future.

Our key challenges include:

- Managing an increasing population
- Development and loss of 'green' spaces
- Adequacy of infrastructure
- Traffic congestion
- Ageing population
- Housing affordability and housing mix.

Our key opportunities include:

- Increase community engagement
- Improve organisational efficiency and effectiveness
- Develop new partnerships with stakeholders.

Later in this document, we have outlined in further detail the specific challenges and opportunities relevant to each theme.

The following priorities are a key focus for the next four years and were identified through our consultation and research:

- Greening the city and open space
- Increasing participation in leisure and learning
- A strong local economy
- A resilient, efficient, responsible organisation
- Gender equity and prevention of violence against women
- Walking, cycling and active transport
- Mental health, and alcohol and other drugs
- Reducing inequalities
- Creating liveable neighbourhoods
- Employment.

Ongoing service delivery

The extensive range of services we provide to the community form the foundation for delivering the Council Plan. The bulk of our everyday operations consist of these services.

This plan also guides us in prioritising new initiatives and improvements to mobilise resources in areas where action is needed to achieve our strategy. Everyday service delivery is equally as important as delivering these key priorities. We acknowledge this approach by identifying both the services that underpin delivery of each theme and the key priorities we will pursue to achieve our objectives.

1. Friendly and safe

- Building, health and property services
- Community planning
- Community strengthening
- Family and children services
- Governance
- Infrastructure services
- Technical services

2. Clean, green and beautiful

- City planning
- Community planning
- Infrastructure services
- Operations
- Technical services

3. Sustainable living

- City planning
- Community planning
- Statutory planning
- Technical services

4. Vibrant and diverse

- City planning
- Community planning
- Infrastructure services
- Leisure

5. Resilient organisation

- Business improvement
- Communications
- Community planning
- Finance operations
- Governance
- Human resources
- Information services
- Strategic finance

Our future focus 2017-21

The Council Plan 2017-21 consists of 19 objectives that are framed around five themes. The delivery of each objective is supported by key strategies and key priorities, and will be measured by a number of indicators. These are detailed in the following pages.

1. Friendly and safe: An equitable, inclusive and healthy community.

- 1.1 Our community is socially inclusive and healthy.
- 1.2 People have access to the services they need.
- 1.3 Our community and our city are safe and resilient.
- 1.4 Our community is empowered to thrive.

2. Clean, green and beautiful: A healthy environment and enhanced amenity.

- 2.1 Our natural environment is protected and enhanced.
- 2.2 Moonee Valley has high quality places and spaces.
- 2.3 Our infrastructure meets the needs of today and can respond to future demand.

3. Sustainable living: A connected, well-designed municipality, thriving neighbourhoods, accessible places and spaces.

- 3.1 Getting around is easy, safe and sustainable.
- 3.2 Growth and development is well managed.
- 3.3 People have the tools and knowledge they need to live sustainably.
- 3.4 People have secure and suitable housing.

4. Vibrant and diverse: Celebrating diversity, promoting participation, and creating a strong economy.

- 4.1 People are connected to culture and community.
- 4.2 High levels of participation in accessible leisure and learning opportunities.
- 4.3 Our local economy is strong.

5. Resilient organisation: A resilient organisation that is sustainable, innovative, engaging and accountable.

- 5.1 Innovation is central to the way we work.
- 5.2 Good governance is everyone's responsibility.
- 5.3 We are financially sustainable.
- 5.4 Our community is informed and has a say.
- 5.5 We demonstrate leadership .

Theme 1: Friendly and safe

An equitable, inclusive and healthy community

What are our challenges?

- A growing and ageing population
- A significant proportion of people over 65 living with a disability
- An increasing number people living alone
- High levels of disadvantage and potential for social exclusion in some areas
- Increasing family violence
- Increasing electronic gaming machine losses
- Perceptions of safety on and around public transport, and at night
- Chronic disease, insufficient physical activity, and high rates of sexually transmitted infection
- Food insecurity and low fruit and vegetable consumption
- More than one in 10 residents have high or very high levels of psychological distress
- Climate change.

What are the opportunities?

- Provide services and infrastructure appropriate for a growing, ageing, diverse population
- Promote healthy settings and enhance road and footpath safety for older adults, cyclists and pedestrians
- Create multi-use community facilities in appropriate locations
- Design services with an equity lens
- Advocate to improve safety of public transport stops and stations and use localised place-based approaches to promote safety
- Gambling education and advocacy
- Build community resilience to climate change.

Objective 1.1: Our community is socially inclusive and healthy

Strategic indicators:

- 1.1.1 Proportion of adults who report high or very high psychological distress. (Source: Victorian Population Health Survey) *
- 1.1.2 Rates of adults who meet the physical activity guidelines. (Source: Victorian Population Health Survey) *
- 1.1.3 Percentage of residents who report their health as good, very good or excellent. (Source: Community Survey) *
- 1.1.4 Level of income inequality by quintile (ratio of the top 20 per cent to the bottom 20 per cent of household income). (Source: Census/Australian Bureau of Statistics) *
- 1.1.5 Proportion of adults who consume alcohol at lifetime risk of harm. (Source: Victorian Population Health Survey) *

Key strategies

- 1.1.1.1 Work with partners to promote gender equality and respectful relationships.
- 1.1.1.2 Work with partners to address health and wellbeing priorities including: health inequalities, mental health, alcohol and other drugs, gambling and non-communicable diseases.
- 1.1.1.3 Improve health and wellbeing across the life course and address social determinants of health.
- 1.1.1.4 Protect population health and wellbeing through environmental health measures.
- 1.1.1.5 Support initiatives which give children a healthy start to life.
- 1.1.1.6 Deliver universal maternal and child health and family services, including targeted support for vulnerable children and families.
- 1.1.1.7 Manage the transition to the National Disability Insurance Scheme.
- 1.1.1.8 Manage the transition of aged care reform.
- 1.1.1.9 Develop a program to improve disability access to Council's community facilities and public spaces that connects the local needs to principal locations.
- 1.1.1.10 Continue implementation of Council's Facilities Asset Renewal Program in line with our Facilities Asset Management Plan.

* Indicates a health and social indicator

- 1.1.1.11 Provide good quality facilities and programs where they are most needed.
- 1.1.1.12 Invest in civil infrastructure including East Keilor Leisure Centre and Neighbourhood Catalyst projects.

Key priorities:

- 1.1.1.1.1 Implement the Early Years Plan.
- 1.1.1.1.2 Develop and implement community benefit assessment tool.
- 1.1.1.1.3 Deliver the immunisation program to State Government requirements.
- 1.1.1.1.4 Proactive inspections and enforcement to enable high quality environmental health outcomes.
- 1.1.1.1.5 Implement the Disability Action Plan.
- 1.1.1.1.6 Promote positive mental health in education settings through community education, programs and public campaigns, including a Young People's Mental Health First Aid initiative in schools.
- 1.1.1.1.7 Work with the Alliance for Gambling Reform to reduce harm from gambling.
- 1.1.1.1.8 Deliver a walkability initiative to get more people walking in Moonee Valley.
- 1.1.1.1.9 Work with partners to deliver a series of quarterly parenting forums that focus on key wellbeing issues, to provide information and prevention strategies to parents and caregivers of children and teenagers.
- 1.1.1.1.10 Work with partners to establish a place-based outreach program to enhance existing youth counselling services and further support disadvantaged young people in Flemington and Ascot Vale.
- 1.1.1.1.11 Deliver evidence-based development programs to support and improve development and educational outcomes for disadvantaged children in Moonee Valley neighbourhoods experiencing disadvantage (Flemington, Ascot Vale, Avondale Heights, and Airport West).
- 1.1.1.1.12 Develop and implement a Council community development framework that informs decision making, and program design and delivery.

Objective 1.2: People have access to the services they need

Strategic indicators:

- 1.2.1 Percentage of people who are satisfied that Council services meet their needs. (Source: Community Survey)
- 1.2.2 Percentage of people who put off going to the doctor due to cost. (Source: Community survey) *
- 1.2.3 Proportion of council facilities that are disability accessible. (Source: Council data) *

Key strategies:

- 1.2.1.1 Deliver universal or targeted services to meet the needs of specific population groups.
- 1.2.1.2 Prepare neighbourhood plans and priority actions through MV2040.
- 1.2.1.3 Transition to a neighbourhood place-based approach to service provision. This will use a place-based approach to encourage a network of 20-minute neighbourhoods.
- 1.2.1.4 Attract services to meet identified gaps and meet the needs of diverse communities within the municipality.
- 1.2.1.5 Provide consistent and timely information to connect people with local services.
- 1.2.1.6 Continue our commitment to new civil infrastructure that is accessible.

Key priorities:

- 1.2.1.1.1 Deliver universal maternal and child health, and targeted services.
- 1.2.1.1.2 Deliver universal youth mental health partnerships and targeted individual support through our youth counselling services.
- 1.2.1.1.3 Address service needs with respect to:
 - Culturally and linguistically diverse communities
 - Youth counselling
 - Mental health
 - Employment
 - Housing
 - Homelessness
 - Family violence.
- 1.2.1.1.4 Where permits are provided that affect public space, continue to require appropriate access is maintained.
- 1.2.1.1.5 Analyse needs assessment service reports for Flemington and Wingate Avenue housing estates to inform service planning and advocacy.

- 1.2.1.1.6 In partnership with The Huddle, the Centre for Multicultural Youth and Melbourne City Mission, establish employment and training programs that support disadvantaged young people and adults into sustainable employment outcomes and career paths within priority neighbourhoods (Flemington, Ascot Vale).
- 1.2.1.1.7 Attract community and specialist service providers and strengthen service coordination for a range of services, including settlement; alcohol and other drugs; sexual and reproductive health; discrimination and violence; youth; mental health; employment and training; housing and homelessness, and family violence.
- 1.2.1.1.8 Implement accessible parking bays.
- 1.2.1.1.9 Improve access to, and use of, community facilities, particularly for vulnerable communities and community groups that service Moonee Valley population.
- 1.2.1.1.10 Across the community facility network, improve physical accessibility, fitness for purpose and the condition of assets across Council managed community facilities.

Objective 1.3: Our community and our city are safe and resilient

Strategic indicators:

- 1.3.1 Percentage of residents who have good levels of resilience. (Source: Community Survey) *
- 1.3.2 Rate of incidence of family violence. (Source: Victoria Police, Crime Statistics Agency) *
- 1.3.3 Percentage of residents who have volunteered in the last 12 months. (Source: Community Survey)

Key strategies:

- 1.3.1.1 Work with partners to prevent violence against women.
- 1.3.1.2 Foster resilience and build community capacity in priority populations.
- 1.3.1.3 Promote volunteering to increase community cohesion and resilience.
- 1.3.1.4 Promote community safety through planning, design and maintenance of the public realm and Council facilities.
- 1.3.1.5 Plan for and respond to emergency situations through our Emergency Management Framework.

Key priorities:

- 1.3.1.1.1 Work with regional partners (Preventing Violence Together and Inner North West Primary Care Partnership) to collectively monitor and evaluate primary prevention of violence against women initiatives.
- 1.3.1.1.2 Promote volunteering to increase community cohesion and resilience, including implementation of a Volunteer Management Program for Council volunteers, which addresses volunteer recognition and celebration, training and development, improved volunteer management systems, and volunteer promotion and communication.
- 1.3.1.1.3 Work with community leaders and neighbourhood groups to provide information and training regarding community safety, adverse weather events and capacity building.
- 1.3.1.1.4 Adhere to the principles of Crime Prevention Through Environmental Design.
- 1.3.1.1.5 Implement Age Friendly Streetscapes in all public works.
- 1.3.1.1.6 Review the General Purposes Local Law.

Objective 1.4: Our community is empowered to thrive

Strategic indicators

- 1.4.1 Level of agreement with the statement: Do you feel there are opportunities to have a real say on issues that are important to you? (Source: Community Survey) *

Key strategies:

- 1.4.1.1 Build capacity and leadership in priority populations.
- 1.4.1.2 Deliver services and programs using a community development model.
- 1.4.1.3 Provide a range of community funding streams.
- 1.4.1.4 Implement best practice community engagement through high-level community advisory committees.

Key priorities:

- 1.4.1.1.1 Implement best practice leadership training programs for priority groups, (young people and women) in priority neighbourhoods.
- 1.4.1.1.2 Provide direct and in-kind support to individuals, groups, businesses and communities to develop innovative initiatives that best respond to local challenges and opportunities.
- 1.4.1.1.3 Develop and implement services and programs that meet the needs of disadvantaged groups within priority neighbourhoods.
- 1.4.1.1.4 Transition Council's community funding to align with a neighbourhood place-based approach and target areas where it is most needed and where it will address health inequalities.
- 1.4.1.1.5 Deliver Council's Community Funding program. Measure, monitor and evaluate financial support provided.

Theme 2: Green, clean and beautiful

A healthy environment and enhanced amenity

What are our challenges?

- Uneven distribution of quality green spaces across the city
- Increasing need for open space due to increased high density development
- Maintaining natural spaces in the face of increasing climate variability
- Climate change adaptation.

What are our opportunities?

- Protect and maintain open space
- Mitigate the impacts of climate change
- Negotiate better built form outcomes on behalf of the community, such as ensuring adequate open space near high density developments
- Embed equity in open space planning and upgrades
- Use a 'water sensitive cities' approach to support green infrastructure and healthy cities.

Objective 2.1: Our natural environment is protected and enhanced

Strategic indicators

- 2.1.1 Proportion of streetscapes and parks upgraded that include water sensitive design and urban cooling elements.
- 2.1.2 Net gain in number of street trees. (Source: Council data) *
- 2.1.3 Community satisfaction with the performance of Council in delivering attractive parks, gardens, open space and streetscapes. (Source: Local Government Victoria Community Satisfaction Survey)
- 2.1.4 Increase in area of land run-off treated prior to discharge to waterways in square metres. (Source: Council data)

Key strategies:

- 2.1.1.1 Reduce the impact of development on the natural environment.
- 2.1.1.2 Prepare a local planning policy to introduce environmental performance requirements for new developments to achieve industry best practice.
- 2.1.1.3 Focus on an increase in biodiversity and habitat to support ecosystems.
- 2.1.1.4 Increase tree canopy cover and vegetation diversity to enhance urban cooling, amenity and ecology.
- 2.1.1.5 Continue to undertake greening of the city, including the Urban Forest Renewal program, open space greening and urban ecology programs.
- 2.1.1.6 Upgrade streetscapes – Union Road, Racecourse Road, Keilor Road, Essendon Junction, Epsom Road, Ascot Vale Road and Puckle Street.

Key priorities:

- 2.1.1.1.1 Implement the Neighbourhood and Local Parks Greening Program.
- 2.1.1.1.2 Implement the Urban Forest Renewal program, open space greening and urban ecology programs.
- 2.1.1.1.3 Implement water harvesting and re-use projects in Walter Street Reserve, Queens Park, Rosehill Park and Woodlands Park.
- 2.1.1.1.4 Review planning controls to protect and enhance vegetation on private land.
- 2.1.1.1.5 Manage and enhance remnant vegetation across the city.
- 2.1.1.1.6 Implement the Tree Management Strategy MV2040 target for trees.

Objective 2.2: Moonee Valley has high quality places and spaces

Strategic indicators

- 2.2.1 Community satisfaction with the appearance of public areas. (Source: Local Government Victoria Community Satisfaction Survey)
- 2.2.2 Amount of open space in Moonee Valley per person in hectares. (Source: Council data) *

Key strategies:

- 2.2.1.1 Plan and design the city to be environmentally sustainable and resilient to the impact of climate change.
- 2.2.1.2 Set higher environmental performance and urban design standards for new developments through policy.
- 2.2.1.3 Improve access to quality open space throughout Moonee Valley.
- 2.2.1.4 Develop our activity centres as destinations by improving the amenity and quality of the public realm.
- 2.2.1.5 Invest in water treatment and re-use to green our city, improve waterway quality, mitigate flood risk and reduce urban heat.
- 2.2.1.6 Create water sensitive and climate resilient spaces to reduce urban heat.
- 2.2.1.7 Review the Open Space Strategy, including opportunities to improve open space contributions mechanisms.
- 2.2.1.8 Work with Melbourne Water to improve waterways and obtain flood modelling to meet future planning requirements.
- 2.2.1.9 Implement master plans at key sites.
- 2.2.1.10 Undertake research to evaluate the opportunity for the inclusion of environmental significance overlays and implement where appropriate.

Key priorities:

- 2.2.1.1.1 Review and update the Open Space Strategy.
- 2.2.1.1.2 Prepare and implement municipal-wide urban design guidelines.
- 2.2.1.1.3 Conduct open space and streetscape master planning.
- 2.2.1.1.4 Prepare a local planning policy to introduce environmental performance requirements for new developments to achieve industry best practice.

- 2.2.1.1.5 Maintain and enhance community amenity, noise and waste standards through public education and enforcement.
- 2.2.1.1.6 Undertake work to identify opportunities for green space linkages and green relief through the City.
- 2.2.1.1.7 Set up a Section 86 committee to advance land acquisition of strategic sites.
- 2.2.1.1.8 Support the local community and estate residents' engagement in the re-development of the Flemington Housing Estate and the Ascot Vale Housing Estates.
- 2.2.1.1.9 Where possible modify existing layouts and interiors to promote multi-use spaces for the community.
- 2.2.1.1.10 Adopt land management practices which improve quality and diversity of landscape types that strengthen our open space corridors such as the Maribyrnong River and the Moonee Ponds Creek precincts.
- 2.2.1.1.11 In developing our parks and open space for active uses, ensure this is undertaken without the loss of open space.
- 2.2.1.1.12 Continue to provide diverse outdoor play opportunities for children and families by implementing the Playspace Plan.
- 2.2.1.1.13 Continue implementation of Council's Open Space Asset Renewal Program in line with the Open Space Asset Renewal Plan.
- 2.2.1.1.14 Manage flood risks to waterways, private property and Council's natural and built assets.
- 2.2.1.1.15 Implement master plans at key sites including the Maribyrnong River precinct including Fairbairn Park, Aberfeldie Park and Afton Street. Also, the Moonee Ponds Creek precinct including Boeing Reserve, Debneys Park, Ormond Park and Cross Keys Reserve.
- 2.2.1.1.16 Continue the implementation of master plans at Queens Park and Rosehill Park and begin implementation at Woodlands Park and Buckley Park.

Objective 2.3: Our infrastructure meets the needs of today and can respond to future demand

Strategic indicators

- 2.3.1 Community satisfaction with the performance of Council in maintaining local infrastructure. (Source: Local Government Victoria Community Satisfaction Survey)
- 2.3.2 Dollar value of financial or in-kind contributions levied on new development towards local infrastructure provision, to be measured after commencement of the Developer Contribution Plan overlay. (Source: Strategic Finance data)

Key strategies:

- 2.3.1.1 Use equity principles to inform community facility management practices to encourage greater use.
- 2.3.1.2 Conduct evidence-based infrastructure planning and investment that meets the needs of our community.
- 2.3.1.3 Invest in infrastructure and improve waste management systems to increase recycling and reduce waste to landfill.
- 2.3.1.4 Provide a network of community facilities across the municipality for people to access services, meet and participate in the life of their neighbourhoods, and participate in formal and informal community building activities.
- 2.3.1.5 Develop and promote community facilities as vibrant, safe and interactive centres that maximise community participation and meaningful engagement.
- 2.3.1.6 Encourage developer contributions from new developments that contribute to the infrastructure needed by our growing population.
- 2.3.1.7 Upgrade infrastructure to support multiple benefits and value outcomes.
- 2.3.1.8 Undertake additional investigations to improve the resilience of the city's drainage and stormwater systems against climate change events, including preventative measures such as natural flood storage incorporated in open space designs.
- 2.3.1.9 Continue implementation of Council's drainage works program in line with our Drainage Asset Management and Flood Management plans.

Key priorities:

- 2.3.1.1.1 Introduce a Developer Contribution Plan overlay.
- 2.3.1.1.2 Review and implement the Drainage Asset Management Plan.
- 2.3.1.1.3 Introduce built form controls along the Maribyrnong River and begin preliminary work on Moonee Ponds Creek precincts.
- 2.3.1.1.4 Work with Melbourne Water and obtain flood modelling to meet future planning requirements.
- 2.3.1.1.5 Undertake work to introduce appropriate overlay to acknowledge flood risks.
- 2.3.1.1.6 Prepare built form guidelines for infrastructure in open space.
- 2.3.1.1.7 Review community facility management practices to maximise use and council's return on investment.
- 2.3.1.1.8 Review operations of Council facilities to articulate their purpose and define their future direction.
- 2.3.1.1.9 Engage the community in the design of public places and spaces.
- 2.3.1.1.10 Design sustainable places and spaces.
- 2.3.1.1.11 Review and refresh facilities asset renewal programs for all four asset classes.
- 2.3.1.1.12 Provide an annual State of the Assets report to Council.

Theme 3: Sustainable living

Connected, well designed municipality, thriving neighbourhoods, accessible places and spaces

What are our challenges?

- Increasing high-density development
- Current housing stock will not meet the needs of existing and future residents
- Lack of affordable housing
- High car usage for commuting
- Poor public transport access in some areas of the municipality
- Capacity of public transport.

What are our opportunities?

- Create a compact city with 20-minute neighbourhoods close to local shops, public transport, services and jobs
- Advocate for better public transport coverage, links and increased services
- Encourage active transport by walking and cycling
- Encourage development that is accessible, sustainable and climate resilient
- Encourage diverse, affordable housing for all life stages
- Assist older people to age in place.

Objective 3.1: Getting around is easy, safe and sustainable

Strategic indicators:

- 3.1.1 Percentage of residents who usually use public or active transport (walking, cycling) for journeys under 5km. (Source: Community Survey)*
- 3.1.2 Percentage of residents who can easily get to places when needed. (Source: Community Survey)
- 3.1.3 Percentage of residents who usually cycle for journeys under 5km. (Source: Community Survey)
- 3.1.4 Percentage of residents who feel safe or very safe at public transport stops and stations. (Source: Community Survey)
- 3.1.5 Percentage of residents who feel safe or very safe walking alone in their local area during the day. (Source: Community Survey)
- 3.1.6 Percentage of residents who feel safe or very safe walking alone in their local area during the night. (Source: Community Survey)
- 3.1.7 Level of progress towards zero trauma vision and prioritising the safe systems approach. (Source: Crashstats data and percentage actions implemented from Council's Transport Safety Strategy)

Key strategies:

- 3.1.1.1 Advocate for improved public transport services, safety, access and connectivity throughout the municipality.
- 3.1.1.2 Improve connectivity of our waterways and transport systems.
- 3.1.1.3 Encourage active and sustainable modes of transport.
- 3.1.1.4 Provide safe travel for the whole community through the 'Safe System' approach and the 'Towards Zero Trauma' vision.
- 3.1.1.5 Continue implementation of Council's Local Area Traffic Management Studies capital works initiatives.
- 3.1.1.6 Adopt an updated Integrated Transport Strategy.
- 3.1.1.7 Advocate to achieve the best outcome for the community from the level crossing removal project in Buckley Street, Essendon.
- 3.1.1.8 Achieve a more pedestrian friendly municipality and make walking the first choice for journeys under 2km through provision of a safe walking environment, appropriate infrastructure, enjoyable urban environment and promotional initiatives.

Key priorities:

- 3.1.1.1.1 Continue to support community transport.
- 3.1.1.1.2 Develop and simplify the booking system for community spaces.
- 3.1.1.1.3 Implement major initiatives within the Walking and Cycling Strategy including: Dean Street underpass, Evans Street entry to Moonee Ponds Creek, Montague Street boardwalk and advocacy for bicycle lanes on Mount Alexander Road between Buckley Street and Moonee Ponds Junction.
- 3.1.1.1.4 Continued implementation of Council's local roads, bridges and path network renewal program in line with Council's Road Asset Management Plan.
- 3.1.1.1.5 Undertake initiatives to encourage walking, cycling and active transport.
- 3.1.1.1.6 Rehabilitate and renew local roads, bridges and path networks.
- 3.1.1.1.7 Advocacy of public transport interchange at Airport West and bus interchange at Moonee Ponds.
- 3.1.1.1.8 Prioritise the installation of dedicated bicycle lanes on principal bike network and strategic cycling corridors.

Objective 3.2: Growth and development is well managed

Strategic indicators:

- 3.2.1 Time taken to decide planning applications (median number of days). (Source: LGPRF)
- 3.2.2 Percentage of studies completed from Council's 10-year Heritage Gap Study work program to identify and protect local heritage. (Source: Council)

Key strategies:

- 3.2.1.1 Prepare and see the adoption of MV2040 as the long-term strategy that will guide the future of the City.
- 3.2.1.2 Build understanding of housing diversity, population growth and development.
- 3.2.1.3 Encourage high-quality development that meets the needs of our growing population.
- 3.2.1.4 Deliver timely, high-quality statutory planning services to manage growth and development.
- 3.2.1.5 Increase proactive planning enforcement activities to improve amenity and neighbourhood character.
- 3.2.1.6 Plan energy, water and waste systems to match projected future growth.
- 3.2.1.7 Identify and protect places of local heritage significance.
- 3.2.1.8 Mitigate and minimise the impact of traffic and parking caused by development.
- 3.2.1.9 Create liveable 20-minute neighbourhoods.
- 3.2.1.10 Undertake Stage 2 Heritage Studies recommended by the Heritage Gap Study and implement overlays where appropriate.

Key priorities:

- 3.2.1.1.1 Planning scheme amendment: review the need to implement reformed zones to restrict or facilitate development outcomes and implement accordingly.
- 3.2.1.1.2 Undertake an awareness campaign to educate the community about the benefits of housing diversity that delivers real choice to a community with varying needs.

3.2.1.1.3 Undertake the work to have MV2040 embedded into the Planning Scheme.

3.2.1.1.4 Undertake work to strengthen neighbourhood character controls.

3.2.1.1.5 Undertake Moonee Ponds Activity Centre pilot project with the Department of Environment, Land Water and Planning, and apply more generally as appropriate.

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Objective 3.3: People have the tools and knowledge they need to live sustainably

Strategic indicators:

- 3.3.1 Percentage of kerbside waste collected and diverted from landfill. (Source: LGPRF) *
- 3.3.2 Number of residents engaged through Council's environment and sustainability engagement activities. (Source: Council Parks, Waste and Sustainability data)

Key strategies:

- 3.3.1.1 Support residents and community groups to live sustainably and connect with nature.
- 3.3.1.2 Deliver sustainability programs and support local businesses, schools and the early learning sector.

Key priorities:

- 3.3.1.1.1 Continue to provide an efficient and effective waste collection system.
- 3.3.1.1.2 Roll out of sustainability education.

Objective 3.4: People have secure and suitable housing

Strategic indicators:

- 3.4.1 Percentage of households experiencing housing stress — housing costs that represent 30 per cent or more of household gross income. (Source: Australian Bureau of Statistics) *
- 3.4.2 Increase the diversity of housing stock. (Source: Australian Bureau of Statistics)

Key strategies:

- 3.4.1.1 Facilitate the development of a variety of older persons' housing options in response to a forecast need.
- 3.4.1.2 Identify appropriate locations for the suite of residential zones.
- 3.4.1.3 Pursue diverse and affordable housing outcomes for residents through planning, advocacy and partnerships.
- 3.4.1.4 Encourage the improvement and renewal of public housing in Moonee Valley.

Key priorities:

- 3.4.1.1.1 Partner with the University of South Australia for research on affordable housing.

Theme 4: Vibrant and diverse

Celebrating diversity, promoting participation, and creating a strong economy

What are our challenges?

- The rising cost of living coupled with increasing poverty and economic hardship in some areas and among older people
- The widening gap between the advantaged and disadvantaged
- High unemployment and low educational attainment in some areas
- Many early school leavers are not in the labour force, education or training
- Most residents work outside of the municipality
- Reduce race-based discrimination.

What are our opportunities?

- Support the local economy through social and local procurement
- Provide pathways to employment through formal apprenticeships and internship programs
- Advocate for local employment to be part of new developments and contracts for major projects
- Support social enterprise programs
- Partner with peak agencies and community groups to identify employment opportunities
- Provide programs that produce a long-term protective effect, such as programs with social and economic outcomes for children and young people
- Celebrate cultural diversity
- Ensure community activities are culturally appropriate
- Promote understanding of cultural competence among the general population
- Provide resources in languages other than English and translation services.

Objective 4.1: People are connected to culture and community

Strategic indicators:

- 4.1.1 Level of agreement with the statement: I feel part of the local community. (Source: Community Survey) *
- 4.1.2 Number of opportunities for children to influence decisions about their city and participate in social life. (Source: Council data) *
- 4.1.3 Level of agreement with the statement: I value living in Moonee Valley because of its multiculturalism. (Source: Community Survey) *

Key strategies:

- 4.1.1.1 Promote greater connection to land and Aboriginal cultural values through land management practices and interpretation.
- 4.1.1.2 Demonstrate a commitment to respecting, recognising and building relationships with Aboriginal and Torres Strait Islander people.
- 4.1.1.3 Improve opportunities for children to be active citizens.
- 4.1.1.4 Maintain a high standard of arts and cultural collections that are relevant and accessible to the community.
- 4.1.1.5 Deliver cultural opportunities that are relevant and accessible to the community.
- 4.1.1.6 Undertake planning and feasibility for key catalyst projects identified through Council's long-term community plans such as MV2040, which increase connectedness at the neighbourhood level.
- 4.1.1.7 Continue to build pride of place and community celebrations throughout the municipality by support for and provision of community festivals, events and programs.

Key priorities:

- 4.1.1.1.1 Provide programs, events and activities that foster community connection.
- 4.1.1.1.2 Initiate neighbourhood events programs.
- 4.1.1.1.3 Work in partnership with northern region councils to build a collaborative relationship with Wurundjeri Council and deliver the annual NAIDOC Week event.
- 4.1.1.1.4 Strengthen Council's commitment as a Refugee Welcome Zone through promotion, active engagement with, and support for, refugees

and asylum seekers and creating partnerships with key refugee advocacy organisations such as the Asylum Seeker Resource Centre.

- 4.1.1.1.5 Actively promote and celebrate our multicultural community through the development of a Council policy statement, and provide opportunities for diverse communities to connect and contribute.
- 4.1.1.1.6 Promote volunteering to increase community cohesion and resilience, including the implementation of a Volunteer Management Program for Council volunteers.

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Objective 4.2: High levels of participation in accessible leisure and learning opportunities

Strategic indicators:

- 4.2.1 Proportion of children starting school who are on track with their social, emotional, physical and communication development. (Source: Australian Early Development Census) *
- 4.2.2 Number of families identified as vulnerable engaged in Council services. (Source: Council data)
- 4.2.3 Percentage of residents who usually participate in walking, running, sport or physical recreation. (Source: Community Survey)
- 4.2.4 Level of community satisfaction with recreational facilities. (Source: Local Government Victoria Community Satisfaction Survey)
- 4.2.5 Level of community satisfaction with libraries. (Source: Local Government Victoria Community Satisfaction Survey)

Key strategies:

- 4.2.1.1 Provide a network of multi-functional places and spaces to allow for various activities across the city.
- 4.2.1.2 Develop shared use and co-location governance models for our community facilities.
- 4.2.1.3 Explore opportunities to partner with organisations on the development and shared use or co-location of community facilities including education and government providers, adjacent councils, community groups and the private sector.
- 4.2.1.4 Life-long learning opportunities are promoted, available and embraced by the community.
- 4.2.1.5 Redevelop the East Keilor Leisure Centre.
- 4.2.1.6 Prepare options for the development of a Niddrie Community Hub, which includes the relocation of the Niddrie Library.
- 4.2.1.7 Prepare options for the development of a highball facility within the municipality.

Key priorities:

- 4.2.1.1.1 Targeted leisure and learning programs to encourage greater participation by diverse groups.
- 4.2.1.1.2 Deliver quality early learning programs and services to enhance childhood learning and education outcomes.

- 4.2.1.1.3 Prioritise new sports pavilions and facilities in poor condition and improve accessibility of sporting facilities to the wider community, notably the Fairbairn Park Pavilion, Maribyrnong Park Pavilion, Cross Keys Reserve, Overland Reserve Pavilion, Boeing Reserve Pavilion, Ormond Park, Buckley (Doutta) Pavilion and Doutta Galla Community Hall.
- 4.2.1.1.4 Continue to maintain community infrastructure such as sports field lighting, sports field surfaces, universal design of car parks within open space, accessibility to toilets, provision of circuit paths in open space and continue to make further improvements to such infrastructure for the increased use and flexibility of these assets.
- 4.2.1.1.5 Continue to work with sporting clubs and community organisations to improve non-Council infrastructure through external grants and co-financial contributions.
- 4.2.1.1.6 Review and assess Council's current festivals, events and programs with the view to developing a future plan that has clearly defined community cultural development aims, objectives and outcomes.

Objective 4.3: Our local economy is strong

Strategic indicators:

- 4.3.1 Level of Gross Regional Product growth. (Source: Remplan)
- 4.3.2 Percentage of residents who shopped in Moonee Valley in the last seven days. (Source: Community Survey)
- 4.3.3 Occupancy rate of retail premises in Moonee Valley's six largest business precincts (Source: Council annual audit). .
- 4.3.4 Unemployment rate. (Source: Australian Bureau of Statistics) *

Key strategies:

- 4.3.1.1 Promote and support learning, training and employment opportunities to address disadvantage.
- 4.3.1.2 Review legacy parking agreements on Council owned property with a view to achieving more optimal outcomes in terms of land use and adequacy of parking provision.
- 4.3.1.3 Grow and diversify industry, and support existing and new businesses.
- 4.3.1.4 Support entrepreneurship and start-up businesses.
- 4.3.1.5 Improve and increase visits to local shopping precincts.
- 4.3.1.6 Become the destination of choice for professional, financial and health businesses.
- 4.3.1.7 Support the growth of activity centres as entertainment precincts that have a high level of activity day and night to increase the vitality of precincts and the viability of businesses.
- 4.3.1.8 Support the appropriate supply of land uses in activity centres to facilitate industry sector growth.
- 4.3.1.9 Invest in a quality public realm and street trees to attract business and visitors in activity centres through our Streetscapes and Shopping Centres Capital Works Improvement Program.
- 4.3.1.10 Finalise the Airport West Structure Plan review and continue to work with the State Government to create an employment precinct linked to Essendon Fields.

Key priorities

- 4.3.1.1.1 Undertake local procurement to promote social, economic and environmental development.
- 4.3.1.1.2 Match digital infrastructure to business needs — this will include advocacy and provision of appropriate interfaces to promote business.
- 4.3.1.1.3 Deliver economic development training programs and communications in line with feedback provided in the 2016 Business Confidence Survey.
- 4.3.1.1.4 Incorporate the Airport West Structure Plan in the Planning Scheme.
- 4.3.1.1.5 Support disadvantaged women from priority neighbourhoods (Flemington, Ascot Vale) to develop entrepreneurial skills and establish small businesses.

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Theme 5: Resilient organisation

A resilient organisation that is sustainable, innovative, engaging and accountable

What are our challenges?

- An environment of financial constraint due to cost shifting and reduced capacity to raise rate revenue
- Keeping pace with technological change
- An increasing State Government reporting and compliance burden
- The diverse needs of our community.

What are our opportunities?

- Increase community involvement in Council decision-making
- Reduce Council emissions
- Increase workplace diversity
- Create a workplace of excellence and achieve greater resource efficiencies through organisation development and business improvements.

Objective 5.1: Innovation is central to the way we work

Strategic indicators:

- 5.1.1 Number of improvement ideas delivered. (Source: Council data)
- 5.1.2 Level of employee satisfaction. (Source: Internal survey)

Key strategies:

- 5.1.1.1 Transform information technology applications and infrastructure in line with industry best practice.
- 5.1.1.2 Improve productivity and efficiency through continuous improvement and innovation.
- 5.1.1.3 Develop and implement an innovation framework.
- 5.1.1.4 Develop and implement an integrated planning framework.
- 5.1.1.5 Continue to review service delivery models through service planning.

Key priorities:

- 5.1.1.1.1 Develop and implement an organisational development program.
- 5.1.1.1.2 Consolidate core information technology applications to a single platform to achieve a customer-centric view and greater long-term efficiencies.
- 5.1.1.1.3 Review and consolidate IT applications and migrate to the Cloud where appropriate to minimise maintenance costs and establish that software is fit for purpose.
- 5.1.1.1.4 Transform network infrastructure to modern industry best practice for fast, reliable connectivity at all Council sites.

Objective 5.2: Good governance is everyone's responsibility

Strategic indicators:

- 5.2.1 Community satisfaction with Council decision-making. (Source: Local Government Victoria Community Satisfaction Survey)
- 5.2.2 Proportion of major initiatives adopted in the Annual Budget that are completed by Council. (Source: Annual Report)

Key strategies:

- 5.2.1.1 Promote responsible and equitable decision-making across Council.
- 5.2.1.2 Foster a culture of accountability and transparency.
- 5.2.1.3 Support best practice engagement through the establishment of portfolio advisory committees.

Key priorities:

- 5.2.1.1.1 Review services in line with competitive neutrality principles.
- 5.2.1.1.2 Review and refresh the risk management policy to set the basis for a governance framework.
- 5.2.1.1.3 Continue the roll out of risk identification and risk registers across the organisation.

Objective 5.3: We are financially sustainable

Strategic indicators:

- 5.3.1 Percentage of non-rate revenue to total revenue. (Source: Financial Statements)
- 5.3.2 Percentage of goods and services purchased locally (Source: Council data).
- 5.3.3 Maintain a low- to medium-risk rating measured against financial sustainability risk indicators: net result, liquidity, internal financing, indebtedness, capital replacement ratio and renewal gap. (Source: Financial Statements)

Key strategies:

- 5.3.1.1 Maintain a low- to medium-risk level through prudent financial management.
- 5.3.1.2 Explore alternative funding sources to mitigate the impact of rate capping on council's ability to deliver services without unduly burdening ratepayers.
- 5.3.1.3 Determine the maximum utilisation and future use of Council's assets, including land and buildings.
- 5.3.1.4 Prioritise projects with multiple community benefits through a community benefit assessment tool.
- 5.3.1.5 Actively seek financial support from a range of potential funding sources for the development of community infrastructure.
- 5.3.1.6 Progress Council's corporate asset management system, processes and data collection approach.

Key priorities:

- 5.3.1.1.1 Implement an integrated asset management system — progress Council's corporate asset management systems, processes and data collection approach.
- 5.3.1.1.2 Seek financial support from all levels of government (local, state and federal), community organisations and private investment for the development of community infrastructure.
- 5.3.1.1.3 Develop and implement a Council-wide capital works development framework that promotes greater transparency and consistency around capital investment decisions.

5.3.1.1.4 Review and refresh Council's investment policy to maximise the value obtained from Council investments.

5.3.1.1.5 Develop and apply annual investment guidelines to ensure decisions are based on life cycle costs.

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Objective 5.4: Our community is informed and has a say

Strategic indicators:

- 5.4.1 Community satisfaction with consultation and engagement. (Source: Local Government Victoria Community Satisfaction Survey) *
- 5.4.2 Council website engagement analytics. (Source: Website analytics data)

Key strategies:

- 5.4.1.1 Coordinate proactive, planned and meaningful community engagement.
- 5.4.1.2 Explore ways of using technology to allow our community to interact with us in their preferred manner.
- 5.4.1.3 Provide opportunities for civic participation and input to Council decision-making processes.
- 5.4.1.4 Lobby on the community's behalf on emerging issues.

Key priorities:

- 5.4.1.1.1 Targeted engagement with hard-to-reach and marginalised communities.
- 5.4.1.1.2 Promote Council services through community networks.
- 5.4.1.1.3 Institute deliberative engagement process for key strategic planning projects.
- 5.4.1.1.4 Apply appropriate levels of engagement in line with Council's Community Engagement Framework.
- 5.4.1.1.5 Support community input into high-level strategic issues through Council's portfolio advisory committees.
- 5.4.1.1.6 Deliver deliberative engagement processes to inform development of MV2040.
- 5.4.1.1.7 Coordinate the program of community engagement to inform MV2040 including online platforms, targeted community engagement and implement Council's Community Engagement Framework in alignment with IAP2 principles and the VAGO best practice guide.

Objective 5.5: We demonstrate leadership

Strategic indicators:

- 5.5.1 Progress towards Council's goal of zero net carbon emissions by 2020 by tonnes (carbon dioxide equivalent and per cent reduction). (Source: Council data)
- 5.5.2 Level of workforce diversity. (Source: Council data) *

Key strategies:

- 5.5.1.1 As an employer of choice, Council will promote inclusive recruitment practices to strengthen workforce diversity.
- 5.5.1.2 Promote workforce safety, health and wellbeing.
- 5.5.1.3 Adopt and implement environmentally sustainable design standards for Council facilities.
- 5.5.1.4 Improve the environmental performance of Council's operations through building and lighting upgrades, water and energy upgrades and renewable energy and carbon offsets.
- 5.5.1.5 Adopt an updated sustainable transport policy.
- 5.5.1.6 Continue to maintain the major fleet, plant and information services asset class.
- 5.5.1.7 Investigate technology that will deliver improved efficiencies for customers.

Key priorities:

- 5.5.1.1.1 At least one major deliberative and statistically representative engagement process per Council term which provides advice on Council's long-term community plan.
- 5.5.1.1.2 Investigate opportunities for shared services.
- 5.5.1.1.3 Increase the employment of local residents from diverse backgrounds through the implementation of blind recruitment processes and professional development for all staff regarding diversity in the workplace, and Racism, It Stops With Me training.

Strategic Resource Plan

A central part of developing the Council Plan is taking into account the financial environment in which Council works. The Council Plan includes a Strategic Resource Plan (SRP), a four-year plan of the resources we will need to implement the Council Plan. The SRP is an attachment to this plan.

The SRP sets the financial framework that shapes each annual budget. The SRP includes a long-term financial plan, financial statements, and information regarding the human resources and infrastructure that will enable us to deliver the Council Plan.

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