

Moonee Valley City Council
COUNCIL PLAN

2009–2013



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Message FROM THE MAYOR



Welcome to the 2009-2013 Council Plan, our four-year plan for the City of Moonee Valley. I would like to acknowledge that we as a Council work in the lands of the Wurundjeri people and I wish to acknowledge them as the traditional owners in the spirit of reconciliation.

Developed simultaneously with this Council Plan was our review of our Community Vision, *Moonee Valley 2020 – Living together, living well*. The Community Vision is the long-term vision for Moonee Valley that documents what the community has told us is important to them.

The Council Plan then takes these values and aspirations and turns them into strategies and objectives that will help us achieve this shared vision for Moonee Valley in 2020. This new Council Plan will help us to create and sustain healthy, safe and active communities, access quality infrastructure and services, care for our environments, foster local character and work together for prosperity.

In the next four years, our newly elected Council will concentrate on six strategic objectives to meet the community's shared vision:

- A creative City with connected communities
- A healthy environment and a sustainable City
- A City providing smart and accessible transport that connects people
- A City for investment and growth
- A well-planned and managed City
- A dynamic, responsive organisation

This Council Plan also sets a framework that supports accountable and transparent reporting of our achievement toward community goals, most significantly in our Annual Report. Financially, Council will continue to ensure services offer best value to our community and that funds are managed wisely and with vision.

I would like to take this opportunity to thank my fellow Councillors, Council Officers and the Executive Team for their outstanding support in the development of the Council Plan, and for their commitment to making Moonee Valley a place where we can live together and live well.

A handwritten signature in black ink, appearing to read 'Paul Giuliano'. The signature is stylized and somewhat abstract, with overlapping loops and a long horizontal stroke at the end.

Councillor Paul Giuliano
Mayor, Moonee Valley City Council

The COMMUNITY VISION

Our Vision

IN 2020, MOONEE VALLEY WILL BE AN ENGAGED AND CONNECTED CITY WHERE INDIVIDUALS AND COMMUNITIES WORK TOGETHER TO SUPPORT AND IMPROVE THE WELLBEING AND SUSTAINABILITY OF ITS PEOPLE, PLACES AND ENVIRONMENTS.

Moonee Valley 2020 – Living together, living well

Moonee Valley 2020 – Living together, living well, or MV2020 as it is better known, is the Community Vision.

Moonee Valley 2020 outlines the long-term shared vision, values and aspirations of our community.

By establishing an understanding of what the community wants for the future, MV2020 supports Council to develop its four-year Council Plan to help realise the community's vision.

MV2020 will help to influence and shape Council's direction within its policy making, planning and resource allocation responsibilities. However, the MV2020 Community Vision does not replace the normal decision making role of Council's elected representatives. Council will check the Community Vision at regular intervals to ensure that activity continues to reflect the priorities of the Moonee Valley community.

The MV2020 review has provided a number of opportunities for Council to talk with and gather information and feedback from the Moonee Valley community.

Throughout this process we heard from in excess of 1,300 people from the Moonee Valley community via surveys, and community forums.

Links to the 2009–2013 Council Plan

After each Council election, a four-year Council Plan is developed by the newly elected Council.

New Councillors were elected in Moonee Valley in November 2008. The 2009–2013 Council Plan takes effect from 1 July 2009.

The community's priorities, values, needs and aspirations provided the foundation for the development of our 2009–2013 Council Plan.

You have told us that community priorities for Moonee Valley in 2020 were to:

- take pleasure in our great parks and outdoor recreation spaces
- be safe and connected
- be equipped to adapt to climate change
- have equitable access to services, including transport
- protect our heritage
- embrace and support all age groups
- recognise the importance of a thriving local business sector as fundamental to the greater community
- maintain a strong desire to foster Moonee Valley's unique character and culture





Our vision will be achieved by five key supporting themes:

1 Creating and sustaining healthy, safe and active communities

In 2020, people of all ages, gender, cultural background and ability will feel safe and supported to promote social inclusion in Moonee Valley.

We will come together to take pleasure in quality parks, cultural opportunities and recreation spaces, improving our own health and that of the community.

We will be actively involved in our community. Community organisations, sporting clubs and volunteering will be thriving and welcoming with strong links to the broader community.

Through active participation of the community and provision of recreational opportunities, we will aim to reduce social isolation in Moonee Valley.

We will be empowered and encouraged by the community to be actively involved in shaping the future for Moonee Valley.

2 Accessing quality infrastructure and services

In 2020, all people throughout Moonee Valley will enjoy access to quality services and infrastructure.

Each of us will have access to reliable and efficient transport services for a range of purposes.

Our community groups and individuals will have access to quality facilities in appropriate locations.

More people in Moonee Valley will have access to quality, affordable and adaptable housing which will support the diversity of our population.

Our services and infrastructure will be shaped to meet the needs of our diverse and changing communities.

3 Caring for our environments

In 2020, Moonee Valley people will be educated and equipped to meet the challenges of an ever-changing environment.

Each of us will take an active responsibility for improving the sustainability of our open spaces, water, land, air quality and energy needs.

Together we will minimise the City's carbon footprint and continue with the greening of our City.

4 Fostering local character

In 2020, Moonee Valley will be recognised and valued for its significant local amenity and heritage features.

We will achieve a balance of heritage value and effective planning to meet the demands of future changes and needs.

By valuing diversity, we will foster the local character of Moonee Valley.

We will protect and enhance our great parks, open spaces and waterways which are integral to our local character, so that they continue to provide pleasure to the people of Moonee Valley.

5 Working together for prosperity

In 2020, a prosperous local economy in Moonee Valley will contribute to a thriving community.

Our strong local business community will work in partnership with community organisations to benefit the broader Moonee Valley community.

A local economy will provide opportunities to work close to home and enhance employment choices.

A thriving and diverse local business sector will make Moonee Valley a safer place for us all and our visitors.

About THE COUNCIL PLAN

The Council Plan sets out Moonee Valley City Council's four-year strategic direction in response to the community consultation undertaken as part of the Community Vision. The plan outlines what Council will focus on to meet the most important local needs and sets out how we will deliver and fund quality outcomes for the community over the next four years.

Under the *Local Government Act* (1989) it is a legislative requirement for Council to produce a Council Plan every four years and to conduct annual reviews of this plan in each of the three following years in the period. It must include a strategic resource plan outlining the resources required to achieve the strategic objectives.

Other requirements include:

STRATEGIC OBJECTIVES

Objectives linked to Council's vision that will guide activities

OUTCOMES

Core identified outcomes that will work to achieve strategic objectives

STRATEGIES

Strategies for achieving outcomes for the next four years

STRATEGIC PERFORMANCE INDICATORS

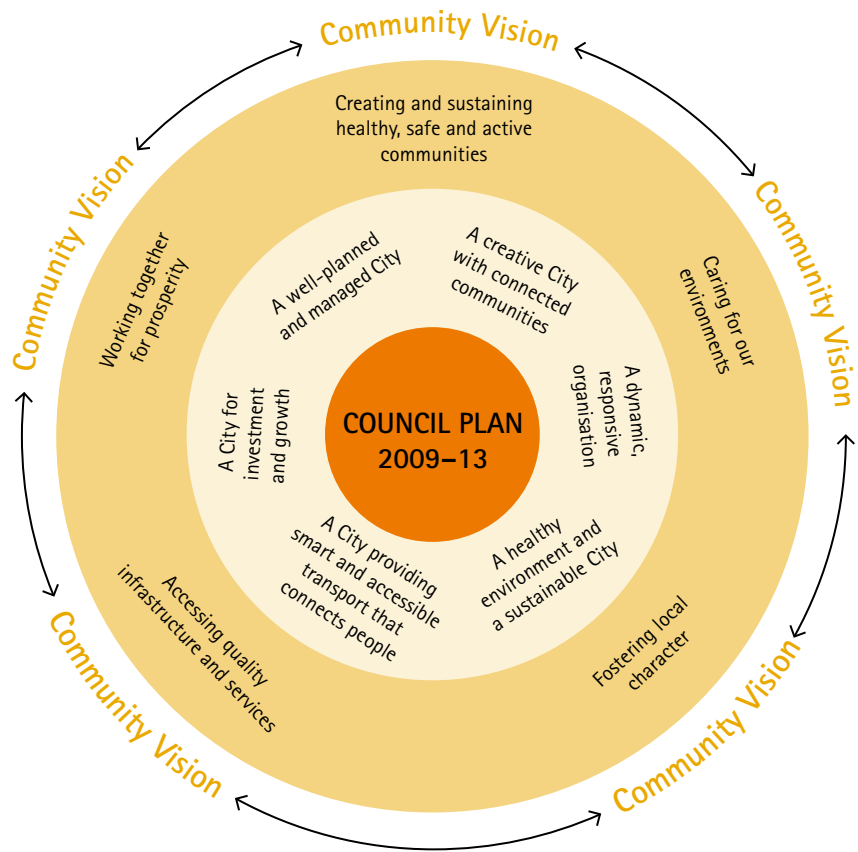
Strategic indicators for monitoring achievement against strategic objectives

KEY STRATEGIC ACTIVITIES

Specific auditable performance commitments for the relevant year



Council and community planning framework



About COUNCIL



Cr Paul Giuliano, Mayor, Central Ward

First elected to Council in 2005, re-elected in 2008 and previously served as Mayor in 2007-08

Committee memberships

- Tenders Committee
- Clifton Park Advisory Committee
- Moonee Ponds Business District Special Rate Committee
- Moonee Ponds Structure Plan Working Group
- Place Naming Committee
- East Keilor Leisure Centre Project Control Group
- Montgomery Park Childcare Centre Committee
- Moonee Valley Athletics Centre Committee of Management
- Moonee Valley Bushfire Support Committee
- Essendon Airport/Essendon Fields Council Working Group
- Moonee Valley Foundation
- Shareholder Representative - Regional Food Kitchen P/L



Cr John Sipek, Deputy Mayor, West Ward

First elected to Council in 2005 and re-elected in 2008

Committee memberships

- Tenders Committee
- Diversity Access and Social Inclusion Strategy Reference Group
- Place Naming Committee
- East Keilor Leisure Centre Project Control Group
- Municipal Association of Victoria (Board)
- Essendon Airport/Essendon Fields Council Working Group
- Shareholder Representative - Regional Food Kitchen P/L
- Australian Mayoral Aviation Council
- Metropolitan Local Government Waste Forum Board



Cr Jan Chantry, Central Ward

First elected to Council in 2003, re-elected in 2005 and 2008 and served as Mayor 2005-06

Committee memberships

- Montgomery Park Childcare Centre Committee
- Moonee Valley Athletics Centre Committee of Management
- Moonee Valley Bushfire Support Committee
- Essendon Airport/Essendon Fields Council Working Group
- Victorian Local Governance Association
- Western Melbourne Tourism Board



Cr Shirley Cornish, West Ward

Elected to Council from 2003-2005 and elected again in 2008

Committee memberships

- Audit Committee
- East Keilor Leisure Centre Project Control Group
- Essendon Airport/Essendon Fields Council Working Group
- Moonee Valley Disability Reference Group
- Steele Creek Master Plan Advisory Committee



Cr Jim Cusack, South Ward

First elected to Council in 2005, re-elected in 2008

Committee memberships

- Audit Committee
- Cycling and Walking Plan Implementation Committee
- Moonee Ponds Business District Special Rate Committee
- Moonee Ponds Structure Plan Working Group
- Youth Advisory Forum
- Flemington Strategic Partnership Group
- Wingate Avenue Community Centre Committee of Management
- Friends of Liquica Working Group
- Moonee Valley Bushfire Support Committee
- Royal Agricultural Society of Victoria Consultative Group
- Moonee Valley U3A Committee
- Stockbridge Community Housing Cooperative Ltd Asset Management Committee
- Fairbairn Park Master Plan Reference Group



Cr Rose Iser, South Ward

First elected to Council in 2007, re-elected in 2008

Committee memberships

- Cycling and Walking Plan Implementation Committee
- Diversity Access and Social Inclusion Strategy Reference Group
- Friends of Liquica Working Group
- Moonee Ponds Structure Plan Working Group
- Flemington Strategic Partnership Group
- Wingate Avenue Community Centre Committee of Management
- Victorian Local Governance Association (President)
- Moonee Ponds Creek Co-ordinating Committee
- Metropolitan Transport Forum
- Royal Agricultural Society of Victoria Consultative Group
- Moonee Valley Citizens Advice Bureau
- Public Transport Providers
- Inner Northern Community Road Safety Council
- Moonee Valley Disability Reference Group



Cr Ange Kenos, West Ward

First elected to Council in 2008

Committee memberships

- Tenders Committee
- Audit Committee
- Municipal Emergency Management Planning Committee
- East Keilor Leisure Centre Project Control Group
- Moonee Valley Bushfire Support Committee
- Moonee Valley U3A Committee
- Public Transport Providers
- LeadWest
- Moonee Valley Disability Reference Group



Cr James Rankin, South Ward

First elected to Council in 2008

Committee memberships

- Audit Committee
- Moonee Ponds Business District Special Rate Committee
- Moonee Ponds Structure Plan Working Group
- Flemington Strategic Partnership Group
- Wingate Avenue Community Centre Committee of Management
- Diversity Access and Social Inclusion Strategy Reference Group
- Youth Advisory Forum
- Moonee Valley Bushfire Support Committee
- Royal Agricultural Society of Victoria Consultative Group
- Moonee Valley Disability Reference Group



Cr Narelle Sharpe, Central Ward

First elected to Council in 2008

Committee memberships

- Montgomery Park Childcare Centre Committee
- Moonee Valley Athletics Centre Committee of Management
- Essendon Airport/Essendon Fields Council Working Group
- Public Transport Providers
- Moonee Ponds Creek Co-ordinating Committee

Moonee VALLEY

Moonee Valley covers an area of 43km² just north of Melbourne's CBD and includes the suburbs of Ascot Vale, Flemington, Travancore and Moonee Ponds in the South, Avondale Heights, Keilor East, Airport West, Niddrie, Essendon West and Essendon Fields (Moonee Valley's newest suburb) in the West, and Strathmore, Strathmore Heights, Essendon, Essendon North and Aberfeldie in the centre.

The City is well known for its streetscapes and historic buildings, the internationally renowned horseracing industry, its active community of sporting enthusiasts, and cultural facilities and events such as the Clocktower Theatre, Incinerator Arts Complex, Moonee Valley Festival, Arts Week and the largest youth festival in the country, YouthFest.

Residents are attracted to Moonee Valley for many reasons – the most common being the closeness to shops, restaurants and entertainment, appreciation of the aesthetics of the area, and proximity to the CBD.

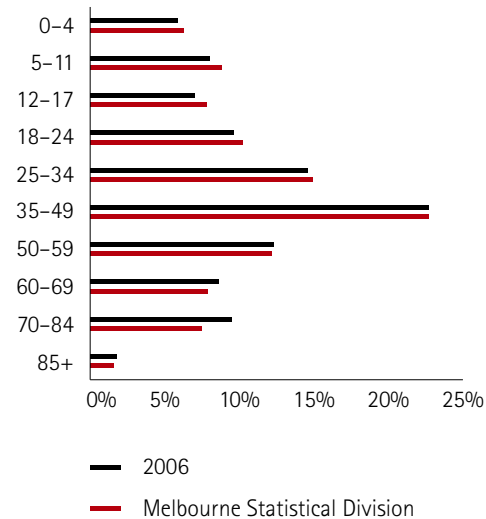
HISTORY

The traditional owners of the land are the Wurundjeri people, who relied on the Maribyrnong River and Moonee Ponds and Steele Creeks for fishing, transport and food.

After European settlement, our southern suburbs became home to working class residents, many of whom worked in the horseracing industry. More recently, gentrification has transformed these suburbs into highly desired inner-city communities. To the north, the suburbs of Moonee Ponds, Essendon, Strathmore and Niddrie still retain the wide boulevards, tree-lined streets and mansions of yesteryear. Housing development in the west has been more recent, mostly since the 1970s, with those areas home to large Italian and Greek communities.

The City of Moonee Valley was formed in 1994 out of an amalgamation of parts of the City of Keilor and the City of Essendon.

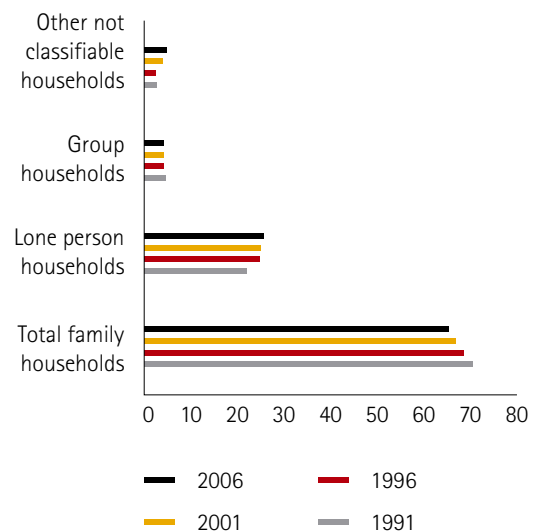
Figure 1 – Age Divisions 2006



HOUSING

Unlike many other inner-city areas, most housing in Moonee Valley is classified as separate, accounting for close to two-thirds of all dwellings (63%). Forty-one per cent of residents own their own home outright, 20 per cent are currently buying and another 20 per cent are renting. The City's closeness to Melbourne's CBD has seen it increase in popularity in recent years, with median house prices more than tripling from \$156,000 in 1996 to \$600,000 at the end of 2008.

Figure 2 – Household Type 1991–2006





People

- Approximately 109,000 call Moonee Valley home, and this figure is predicted to remain relatively stable over the next 20 years, with a forecast increase of only 9,000 people by 2028.
- We have a culturally diverse community, with 26 per cent of residents born overseas; the main countries of birth being Italy, the UK, Vietnam, Greece and India.
- 29 per cent of residents speak a language other than English at home, most commonly Italian, Greek, Vietnamese and Cantonese.
- While couples with children make up the largest segment of households, this has been declining steadily over the past 13 years, from 51 per cent in 1996 to 47 per cent in 2006. Couples without children and lone person households have been increasing in that period.
- Moonee Valley residents are well educated – 21 per cent have completed a degree or higher, with less than half (46 per cent) having no post-school qualifications (lower than the Melbourne average).
- Moonee Valley has an ageing population with a higher proportion of residents over 60 years than the Melbourne average, and a lower proportion aged under 35 years.

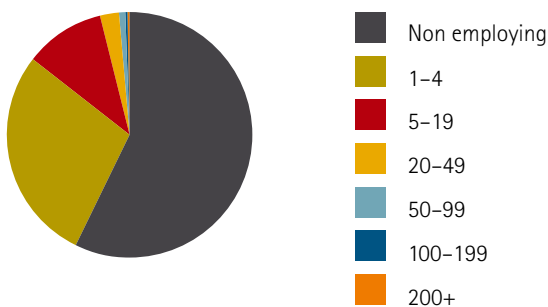
COMMUNITY

A vibrant sense of community is central to Moonee Valley's character, with many formal and informal community groups meeting in neighbourhood buildings like Moonee Valley's libraries, community centres, halls, preschools and childcare centres. Nearly 350 dedicated volunteers assist Council in delivering essential services and programs such as Meals on Wheels, community transport, flexible respite care, the Walking School Bus and children's services.

BUSINESS

More than 9,950 businesses operate in Moonee Valley, with the main industries being property and business services (28%), construction (15%), retail trade (12%) and transport and storage (8%). Major economic activity at Essendon Fields and the Moonee Ponds Activity Centre has seen an unprecedented level of retail and commercial investment.

Figure 3 – Business Size 2007



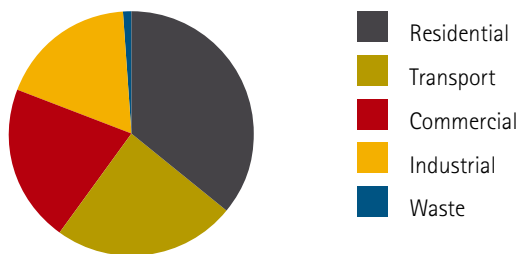
Around 85 per cent of businesses employ less than five employees, and over half are sole-traders or non-employing businesses. Large businesses in Moonee Valley include Foxtel and the Australian Taxation Office.

ENVIRONMENT

The residential sector accounts for 36 per cent of all greenhouse gas emissions, followed by transport at 24 per cent and commercial at 21 per cent. Seventy-seven per cent of water use in the Municipality in 2007-08 was residential.

The City has enthusiastically embraced recycling as households become more environmentally aware. In 2004, 32,700 tonnes of waste went to landfill, 8,000 to recycling and only 594 to the garden bin. In 2007, only 23,000 tonnes of waste went to landfill (a 33% decline), 13,700 went to recycling and 5,000 tonnes to the garden bin. A landfill diversion rate of 45 per cent was achieved over the year 2007-08 for household waste disposal, which is one of the highest council waste diversion rates in Victoria. Council's ground-breaking Re-new program also diverted 64 tonnes of waste from landfill in May 2008.

Figure 4 – Greenhouse Gas Emissions 2006



Strategic Objectives, **PERFORMANCE INDICATORS, OUTCOMES AND STRATEGIES**





Strategic Objective 1

A creative City with connected communities

A City that values the diversity and social inclusion of its community by facilitating the wellbeing of its citizens through providing access to a range of quality services and facilities and encouraging participation in community life

STRATEGIC PERFORMANCE INDICATORS

	Unit
Council performance across all areas of responsibility	#
Council performance rating for seeking community opinion and feedback on important issues	#

OUTCOMES AND STRATEGIES

- Outcome 1.1 Cultural, arts and learning opportunities that contribute to vibrancy, diversity and social inclusion in the community**
- Strategy 1.1.1 Celebrate local identity and sense of place
 - Strategy 1.1.2 Provide services and facilities that support and enhance the learning, recreational, cultural and information requirements and aspirations of the community
 - Strategy 1.1.3 Facilitate and initiate events, festivals and activities that encourage artistic and cultural expression and contribute to Moonee Valley being recognised as a leading cultural and artistic destination
 - Strategy 1.1.4 Encourage and support initiatives that lead to a more socially inclusive and diverse community
- Outcome 1.2 Partnership opportunities that support the growth and development of the community's wellbeing**
- Strategy 1.2.1 Provide, promote and advocate for effective and accessible educational, health and community services
 - Strategy 1.2.2 Support the development and capacity of community organisations to deliver relevant local services
 - Strategy 1.2.3 Create partnerships with business, educational, sporting and cultural organisations to enhance community wellbeing
- Outcome 1.3 Housing and infrastructure that supports community connection**
- Strategy 1.3.1 Improve the quality of, and access to, housing for people in Moonee Valley
 - Strategy 1.3.2 Encourage the development of appropriate, affordable housing in Moonee Valley and provide physical and social infrastructure to meet the increasing needs of the community
- Outcome 1.4 Integrated programs and services that support and develop our citizens and increase participation in community life**
- Strategy 1.4.1 Provide and advocate for best practice early years programs and support services to maximise children's development
 - Strategy 1.4.2 Facilitate and promote youth development, leadership training and employment programs
 - Strategy 1.4.3 Provide services and programs to achieve optimal learning and development outcomes to meet the diverse needs of the community
 - Strategy 1.4.4 Plan for and promote a diverse, accessible and inclusive community
- Outcome 1.5 Sustain and improve the quality of life for community members who are frail and aged and for those people with a disability**
- Strategy 1.5.1 Provide and continuously improve equitable services to frail, aged people
 - Strategy 1.5.2 Plan, provide and advocate for the needs of people with a disability
- Outcome 1.6 Sport, leisure and recreation opportunities that contribute toward community health and wellbeing**
- Strategy 1.6.1 Support the capacity of community, sport and recreation groups to provide enhanced opportunities for participation and promote awareness of the benefits of active participation
 - Strategy 1.6.2 Ensure Council facilities and services maximise programs and activities for our diverse communities
 - Strategy 1.6.3 Advocate for, plan, develop and provide for sporting facilities and amenities that meet the changing needs of the community



Strategic Objective 2

A healthy environment and a sustainable City

A City providing the community with a high quality natural and built environment while ensuring and maximising community participation in, and awareness of, environmental initiatives and activities

STRATEGIC PERFORMANCE INDICATORS

	Unit
Percentage of waste produced by Moonee Valley residents diverted from landfill	%
Water consumption in Council operations	ML
Council greenhouse gas emissions	#
Perception of safety in parks during the day	%

OUTCOMES AND STRATEGIES

- Outcome 2.1** **A healthy environment that sustains and enhances biodiversity**
- Strategy 2.1.1 Ensure that Council's activities protect and enhance the natural environment
 - Strategy 2.1.2 Support and develop effective conservation programs and approaches in partnership with the community and external agencies
 - Strategy 2.1.3 Raise community awareness of environmental issues and participation in environmental activities
- Outcome 2.2** **Efficient and sustainable management of water and waste**
- Strategy 2.2.1 Promote and adopt sustainable water use practice
 - Strategy 2.2.2 Reduce flooding potential and improve water quality by implementation of improved drainage and flood mitigation works
 - Strategy 2.2.3 Promote enhanced waste minimisation and management practices to industry and the community
 - Strategy 2.2.4 Ensure continuous improvement in waste and recycling collection and processing services and facilities
- Outcome 2.3** **Efficient use of energy and reduction of greenhouse gases**
- Strategy 2.3.1 Lead and promote practices that support the sustainable use of energy
 - Strategy 2.3.2 Improve understanding of climate change and lead community change to reduce the effects of climate change on the natural and built environment
- Outcome 2.4** **Attractive and user-friendly parks, streetscapes and open spaces that are accessible for all**
- Strategy 2.4.1 Provide accessible, sustainable and engaging parks and open spaces
 - Strategy 2.4.2 Develop and maintain high quality City gateways, major boulevards, parks and streetscapes while continuously greening the City
- Outcome 2.5** **Community health and safety**
- Strategy 2.5.1 Facilitate and advocate for continuous improvement in health and safety programs, projects and facilities to ensure community wellbeing
 - Strategy 2.5.2 Support and educate the community by providing efficient and effective emergency relief and recovery systems in partnership with the relevant emergency service organisations
 - Strategy 2.5.3 Promote public safety and improvement to public places in partnership with State Government agencies



Strategic Objective 3

A City providing smart and accessible transport that connects people

A City that provides an integrated approach to transport planning

STRATEGIC PERFORMANCE INDICATORS

	Unit
Satisfaction with footpath maintenance and repairs	%
Increased and improved bicycle track path connectivity	#



OUTCOMES AND STRATEGIES

- Outcome 3.1** **A safe and reliable road and footpath network that supports sustainable forms of transport**
- Strategy 3.1.1 Provide a safer environment for all road users and improve road user behaviour
 - Strategy 3.1.2 Ensure appropriate standards for transport infrastructure are delivered and maintained
 - Strategy 3.1.3 Facilitate the creation of choices for the movement of goods and people through the City for the benefit of the community and activities
- Outcome 3.2** **Easy to use and well-connected public and community transport**
- Strategy 3.2.1 Advocate for equitable, accessible, affordable and reliable public transport options for the community
 - Strategy 3.2.2 Advocate for continuous improvement and expansion in the public transport sector
 - Strategy 3.2.3 Ensure effective community transport within the Municipality
- Outcome 3.3** **Comprehensive and connected walking and cycling networks and associated facilities**
- Strategy 3.3.1 Increase community awareness of Moonee Valley's cycling and walking networks and associated facilities
 - Strategy 3.3.2 Encourage walking programs
 - Strategy 3.3.3 Maintain and build upon existing cycling and walking networks in Moonee Valley for all levels of users



Strategic Objective 4

A City for investment and growth

A City with a strong business sector to assist in creating local employment and future prosperity

STRATEGIC PERFORMANCE INDICATORS

	Unit
Satisfaction with the events and training sessions provided by Economic Development	%
Number of businesses attending training sessions and economic development events	#



OUTCOMES AND STRATEGIES

- Outcome 4.1** **Strong, vibrant and profitable business sector with opportunities for local employment**
- Strategy 4.1.1 Develop the skill and capacity of Moonee Valley residents so that they meet current and future skill demands
 - Strategy 4.1.2 Attract investment and employment to Moonee Valley in a variety of industries and activities, to increase the Municipality's economic competitiveness and sustainability
 - Strategy 4.1.3 Provide efficient and effective support to existing and new businesses in Moonee Valley
- Outcome 4.2** **Council services that maximise economic benefit**
- Strategy 4.2.1 Create brand awareness of Moonee Valley on a local, national and international level as a premier destination to live, work, invest and do business
 - Strategy 4.2.2 Build strong and effective partnerships with agencies, developers, businesses and all levels of government to assist in delivering positive economic outcomes
- Outcome 4.3** **Infrastructure that supports sustainable economic development**
- Strategy 4.3.1 Identify and deliver strategic infrastructure to maintain and enhance Moonee Valley's competitive advantages
 - Strategy 4.3.2 Facilitate the development of strategic sites across Moonee Valley in a manner that maximises investment and employment opportunities and generates appropriate development outcomes



Strategic Objective 5

A well-planned and managed City

A City that provides the infrastructure, facilities and design that meets the needs of the community

STRATEGIC PERFORMANCE INDICATORS

	Unit
Increase number of applicants accessing the online planning system	%
Increase number of animal registrations	%



OUTCOMES AND STRATEGIES

- Outcome 5.1** **Infrastructure that meets the needs of the community**
- Strategy 5.1.1 Manage, maintain and renew appropriate Council infrastructure and facilities for the benefit of the community and for future generations
 - Strategy 5.1.2 Ensure Council's Asset Management Plan is in place to plan and develop infrastructure and facilities within the resource capacity of the Municipality
 - Strategy 5.1.3 Advocate for the needs of the community with State and Federal Government departments and other service providers
- Outcome 5.2** **Sustainable growth of the Municipality while preserving unique character and heritage**
- Strategy 5.2.1 Ensure that the Moonee Valley Planning Scheme meets the needs of community activities, amenity and infrastructure requirements
 - Strategy 5.2.2 Provide a high quality, easily accessible and timely development application processing system
 - Strategy 5.2.3 Facilitate the preservation of appropriate heritage buildings, items and places of interest
- Outcome 5.3** **Well-managed amenity and best practice animal management**
- Strategy 5.3.1 Improve amenity for all, supported through the combination of education, local laws and enforcement
 - Strategy 5.3.2 Promote and encourage the responsible ownership of domestic animals while ensuring the safety of the community and the welfare of animals



Strategic Objective 6

A dynamic, responsive organisation

A City providing strong leadership, supported by good governance and responsive to the needs of an engaged community

STRATEGIC PERFORMANCE INDICATORS

	Unit
Council performance rating for representation, lobbying and advocacy on behalf of the community with other levels of government and private organisations on key issues	#
Number of regular Council publications	#
Public and professional liability risk management audit outcome (bi-annual)	#
Number of lost time incidents	#
Underlying operating result	#

OUTCOMES AND STRATEGIES

- Outcome 6.1** **Best practice governance and leadership**
- Strategy 6.1.1 Provide leadership to the community by balancing the needs of residents, industry, business, visitors and the environment for sustainable outcomes
 - Strategy 6.1.2 Ensure governance structure, policies and procedures adapt to changing circumstances
 - Strategy 6.1.3 Develop systems that ensure development of elected members and allow them to carry out their governance functions to the highest standard
 - Strategy 6.1.4 Provide administrative support to ensure the effective and efficient governance and operation of Council
- Outcome 6.2** **Effective two-way communication and consultation with the community, government and private sector**
- Strategy 6.2.1 Ensure community input, awareness and involvement in the initiatives and the direction of Council
 - Strategy 6.2.2 Ensure Council advocates on behalf of the community at State and Federal levels
 - Strategy 6.2.3 Play a leading role in achieving coordinated response to regional issues
 - Strategy 6.2.4 We will commit to applying Council's endorsed Community Consultation Framework to conduct meaningful consultation with the Moonee Valley community and to ensure that community views can inform our decision making
- Outcome 6.3** **Accessible, high quality and citizen focused Council services**
- Strategy 6.3.1 Continuously evaluate and improve Council's services and service standards to ensure they meet community need
 - Strategy 6.3.2 Maximise the efficiency of service delivery through resource sharing
- Outcome 6.4** **Effective strategic planning, performance management, information and communications services and systems**
- Strategy 6.4.1 Ensure the effective monitoring and reporting of performance against organisational plans and structures to make informed decisions
 - Strategy 6.4.2 Incorporate an effective, transparent risk management framework for all management and service delivery initiatives
 - Strategy 6.4.3 Develop, implement and review Council's strategies and plans
 - Strategy 6.4.4 Apply continuous improvement mechanisms in the areas of communication and information technology that support sustainable practice and improve service to the community
- Outcome 6.5** **Skilled, committed and professional staff working in a safe and supportive environment**
- Strategy 6.5.1 Ensure the safety of Councillors, staff and others through implementation of sound Occupational Health and Safety risk management policies and procedures
 - Strategy 6.5.2 Provide opportunities for professional development
- Outcome 6.6** **Financial sustainability and accountable performance management**
- Strategy 6.6.1 Ensure robust systems to deliver sustainable and accountable financial performance
 - Strategy 6.6.2 Provide a fair and equitable rating system
 - Strategy 6.6.3 Provide internal and external audit functions to review Council's performance, risk management, financial governance and reporting

Resources

CONTACTING COUNCIL

Moonee Valley City Council
9 Kellaway Avenue
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Moonee Ponds VIC 3039
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Fax: 9377 2100
Email: council@mvcc.vic.gov.au
Website: mvcc.vic.gov.au

STRATEGY

Community Consultation Framework

Acts to ensure a standard correct procedure is applied to community consultation to ensure good practice.

Moonee Valley 2020 Community Plan

Outlines the long-term shared vision, values and aspirations of our community based on community identified values.

Finance Statistics in more detail for government financial reporting are defined by the Australian Bureau of Statistics in *Australian system of Government Finance Statistics: Concepts, Sources and Methods 2005*
www.abs.gov.au

The **Local Government Act 1989** provides a legislative framework for local council to ensure good management and governance is embedded in practice.
www.austlii.edu.au

Strategic Indicators and statistics – where the data comes from:

Australian Bureau of Statistics (ABS) demographic survey data

Data is provided by internal and external auditor specific to indicators

Department of Planning and Community Development annual survey on local government

Integrated Open Space Services (IOSS) survey data (see IOSS)

Moonee Valley City Council annual municipal survey

Moonee Valley City Council housing survey results

Definitions

KEY STRATEGIC ACTIVITIES

are specific auditable performance commitments.

LOST HOURS TIME (LTI)

stands for Lost Time Incident and a Lost Time Incident is one where the worker did not attend for duty at the next scheduled shift/day following the work-related incident.

OUTCOMES

are core identified outcomes that will work to achieve strategic objectives.

PUBLIC AND PROFESSIONAL LIABILITY RISK MANAGEMENT AUDIT

is undertaken by Moonee Valley City Council's Insurer to ensure that Council has good risk management practices (including the identification of risks and the mechanisms in place to prioritise and treat risks; the evidence of traceable documentary trails, evidence of pro-active systems to reduce the likelihood of losses) and to ensure that Council is able to defend itself in a potential court scenario by substantiating that it has operational processes and systems. The Audit tests Council systems to ensure they are operational.

STRATEGIC OBJECTIVES

are objectives linked to Council's vision that will guide activities.

STRATEGIC PERFORMANCE INDICATORS

are strategic indicators for monitoring achievement against strategic objectives over a period (in this document) of four years.

STRATEGIES

are strategies for achieving outcomes for the next four years.

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Moonee Valley Language Line

عربي	Ara ic	9280 0738
中文	Cantonese	9280 0739
Hrvatski	Croatian	9280 0740
Ελληνικά	Greek	9280 0741
Italiano	Italian	9280 0742
Somali	Somali	9280 0743
Español	Spanish	9280 0744
Türkçe	Turkish	9280 0745
Việt-ngữ	Vietnamese	9280 0746
	All other languages	9280 0747