

Draft Council Plan 2025-29

At the Council Meeting held on 22 July 2025, Moonee Valley City Council resolved to endorse the Draft Council Plan 2025-29 with some amendments.

Therefore, the Draft Council Plan 2025-29 should be read in conjunction with the following amendments.

1. Reword Strategy 5.2 to read *'Continue to recognise the value of volunteering in our community, and support volunteers across the municipality by building capacity and connections, while increasing and enhancing volunteering opportunities at Council.'*
2. At Strategic Objective 13, under the column 'How we'll track progress' add the words 'and flooding' to the second point to read *'Reduced community vulnerability to heat and flooding'*.
3. Remove the word 'considering' from Strategy 13.2 to read: *'Review and continue to deliver programs through the Community Climate Emission Reduction Reserve, including targets for solar uptake'*.
4. Reword Strategy 14.2 to read *'Use flood modelling to mitigate the impacts of climate change on drainage networks, through potential planning changes and capital works delivery'*.
5. Include a reference to the Maribyrnong River in Strategy 14.4 to read *'Continue to support the health of waterways, including by working with partners to; support their efforts to naturalise the Moonee Ponds Creek, advocate for the naturalisation of Steele Creek and lead Maribyrnong River improvements'*.
6. Add reference to homelessness in Strategy 16.1 to read *'Prepare initiatives to ensure that residential development is directed to appropriate locations to meet our future population growth and housing needs, focusing on activity centres and areas with good access to public transport and working within Council's role to increase affordable and social housing and address homelessness'*.
7. Add a reference to cost of living relief in Strategy 23.3 to read *'Refresh and implement Council's Financial Management Policy, including responding to economic challenges and cost of living pressures'*.

Balit, yingore, munda ba gadhabith marra

‘Healthy, vibrant and welcoming community’

Council Plan

2025-29

Incorporating the Municipal
Public Health and Wellbeing
Plan and the Disability
Action Plan

Moonee Valley City Council gagook ngarrgooyrn Wurundjeri Woi-wurrung ngarrgoo noogal biik-al, yanoonoong-al, doon-ngorm-al ba ngoorrak-al Moonee Valley-al. Ngarrng-adha yanayi wirratj ngiya balit-oo ngarrng-al marrening-dhana nanggit-al, yadagoonar yoorroonga goorrkwoodjil tanderrum-a, Woorroong ba goonga-dhoomba.

Ngal-al Wurundjeri Woi-wurrung ngiya girrip-djerring-a boorndap yooma-dhan ba ngaboo yalingboo brenggarr-al dhagoong berrbang-al ba goongnoorradhoo-wal. Yooma-nganyin gagook berrbang biik-ooth yana ngarrak woordiyalyal woodhanoo birring ngawayn ba girrip-inganyin dandawoorring dhagoong yoowang, Council dooliyn marragayil moorroop yoorronga yirramboi.



*Proudly translated
into Woi-wurrung
by Wurundjeri
Elder, Aunty Gail
Smith.*

Moonee Valley City Council respectfully acknowledges Wurundjeri Woi-wurrung as the Traditional Owners of the land, waterways, valley and hills of Moonee Valley. Our Reconciliation journey is built on the power of listening to stories of the Elders, supporting the continuation of culture through ceremony, language and truth-telling.

Our commitment to Wurundjeri Woi-wurrung is based on friendship and admiration for their resilience and courage through times of hardship, disconnect and dispossession. We respect connection to Country which goes back tens of thousands of years and is a relationship like no other, Council honours this spiritual link which continues into the future.

Statement of Commitment

Council proudly reaffirms the journey and commitment of Reconciliation between Moonee Valley City Council and the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and all Wurundjeri Woi-wurrung People.

Council respects the spiritual connection to the six layers of Country of the Wurundjeri Woi-wurrung People, and in order to maintain this connection we must care for Country and embed the ways of the past to secure culture for the future.

Tharangulk Biik – Star Country
Wurru Wurru Biik – Sky Country
Murnmut Biik – The Wind Country
Bannj Biik – Water Country
Biik Dui – On Country
Biik Ut – Below Country

We must acknowledge the past injustices including the Stolen Generations and forced removal of children, the effects of disease brought to their lands, dispossession of land, and the continuing pain this causes. We particularly acknowledge the pain that the 26 January can cause First Peoples and we will commit to delivering Bunjil's Marroun (Bunjil's Tear) Healing Ceremony every year.

We acknowledge that as a Council we have a unique connection to our community, and we have the role to educate and support the sustainability of cultural heritage through the use of Woi-wurrung language in our streetscapes, parks and open spaces, strategic documents, naming of buildings and places, and at events and celebrations. Language is also the continuation of culture for generations to come.

Shared decision making will be at the centre of what we do, consulting with Wurundjeri Woi-wurrung Elders and the broader Aboriginal community on a regular basis by listening to their perspectives and experiences to ensure our processes and procedures reflect an accessible governance structure.

Council supports a future where all Aboriginal and Torres Strait Islander Peoples, particularly the young, feel supported and connected to their culture, and where they are provided opportunities to succeed through education and secure employment. We will also continue to consult with Wurundjeri Woi-wurrung Elders as we work together to improve Reconciliation outcomes for our communities.

Accessibility and language

Accessibility is important to us, so we use large print and high contrast for printed and digital flyers. We also provide plain text versions on our website so that people who use screen readers can access information. We aim to provide translated versions where possible.

This document is also available in Easy Read format and plain text. A summarised version is available as an audio file, and translations to Auslan (video), Vietnamese, Simplified Chinese, Oromo, Arabic, Greek and Italian.

Please contact us if you would like information provided in an accessible format.

Contact Council on telephone. 9243 8888 or email Council@mvcc.vic.gov.au

Language

Like many other organisations, Council has historically used person-first language in all of our communications with community. For example, 'person with a disability'. We appreciate that language is a powerful tool for changing community attitudes and understand that listening to a person's preferred way of being referred to and communicated with is integral to building a relationship of trust with our community.

We acknowledge that not every person identifies with the term 'disabled' and might prefer to say, 'additional needs', 'all abilities' or that they are 'a d/Deaf person'. Some people do not see themselves as 'disabled', rather the environment we all live in causes their disabilities.

Throughout this document the term 'people with disability' is used to describe the wider group of people with disabilities including psychosocial disability or mental illness, deaf people, and other people who may benefit from the actions within this Plan. We have been told previously by community members who are neurodivergent that they did not identify as 'people with disability' and so are referenced separately through this document.

Glossary

This document uses words that may be new to readers, or that carry very particular meanings in this context. [Appendix A](#) provides a glossary with definitions for all words that may be new, confusing, or are being used in a very specific way.

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Foreword

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

This Council Plan (incorporating the Health Plan and the Disability Action Plan 2025-29) was adopted by Council **on Tuesday, X October 2025.**

Council has developed its Council Plan as a singularly focussed strategic plan, by integrating with our Municipal Public Health and Wellbeing Plan (Health Plan) and, for the first time, with our Disability Action Plan to ensure Council's priorities and key commitments work to achieve the community vision, and to enable the improved health and wellbeing of residents and enhancement of access and inclusion for all.

The integrated Council Plan, Health Plan and Disability Action Plan addresses legislative requirements in the *Victorian Local Government Act 2020*, *Victorian Public Health and Wellbeing Act 2008*, and the *Victorian Disability Act 2006*. Additionally, this plan assists in our compliance with the *Family Violence Protection Act 2008*, the *Gender Equality Act 2020*, and the *Climate Change Act 2022*.

The Council Plan has a Woi-wurrung title: Balit, yingore, munda ba gadhabith marra. Translated this means 'healthy, vibrant and welcoming community', a key phrase from the refreshed MV2040 Community Vision Statement. We thank Wurundjeri Woi-wurrung Elder Aunty Gail Smith for providing language.

Health, wellbeing, access, and inclusion are a significant feature of the Community Vision. As a result, the strategic directions and strategic objectives in this plan help contribute to addressing our city's wellbeing and inclusion needs.

Mayor's message

On behalf of Moonee Valley City Council, I'm delighted to share with you our 2025–29 Council Plan – a comprehensive roadmap that sets out our goals and priorities for the next four years. This Plan incorporates our Municipal Public Health and Wellbeing Plan and Disability Action Plan, helping to shape a city that is healthy, inclusive, vibrant and welcoming for all.

We are proud to recognise the Wurundjeri Woi-wurrung people as the Traditional Owners of the land. We know that caring for Country together enhances the health and wellbeing of everyone in our city.

For the first time, our Council Plan carries a title in the Woi-wurrung language – 'Balit, yingore, munda ba gadhabith marra', a translation of 'healthy, vibrant and welcoming community'. We extend our heartfelt thanks – *ngoon godjin* – to Wurundjeri Woi-wurrung Elder Aunty Gail Smith for honouring us with this gift.

This Plan is the result of 18 months of insightful engagement with our community. We've heard from more than 2,300 people across the municipality – your voices have been invaluable in shaping the direction of this Plan. Together with my fellow Councillors, we've listened, reflected and worked hard to ensure this Plan responds to the aspirations and needs of our diverse community.



We've made sure this Plan is grounded in reality – with clear, deliverable actions aimed at improving local services, infrastructure, wellbeing and day-to-day life in our neighbourhoods.

This Council Plan represents a new chapter in how we deliver on our community vision. Alongside the development of this Plan, we've undertaken our first complete review of MV2040 - our long-term strategy for the future of Moonee Valley. These two documents work in harmony to outline our community's priorities now, and into the future. The Council Plan's four-year format provides clarity around our priorities for this Council term, towards our longer-term objectives for Moonee Valley. It outlines our commitments in a clear, transparent way to you - our residents, businesses and stakeholders.

We look forward to continuing this journey with you.

Mayor Ava Adams

CEO's message

I'm pleased to share with you Moonee Valley City Council's 2025–29 Council Plan.

Building on the strong foundation of our previous Council Plan, which included the Municipal Public Health and Wellbeing Plan, we've now taken an important next step by integrating the Disability Action Plan 2025–29. This integrated approach strengthens our ability to deliver real and lasting change, ensuring access and inclusion are central to everything we do.

We've focused on urgent community issues that are critical to improving the quality of life and safety in our city, and reflect our deep commitment to enhancing liveability and wellbeing for all.

Our Plan meets the legislative requirements of a number of key Acts, including:

- Victorian Local Government Act 2020
- Victorian Public Health and Wellbeing Act 2008
- The Victorian Disability Act 2006
- Family Violence Protection Act 2008
- Gender Equality Act 2020
- Climate Change Act 2017.



We acknowledge that our community prioritises health, equity and connection. In response, our Plan aligns Council's actions with what matters most to our community—safer neighbourhoods, better mental health support, accessible services, climate resilience, and more inclusive public spaces.

This Plan also aligns closely with our refreshed long-term strategy, MV2040. It reflects community aspirations for accessible transport, greener and more open spaces, and equitable access to services. We are planning ahead for a growing population and the ongoing effects of climate change.

Thanks to extensive community consultation, we've built a Plan that truly reflects local priorities. This strategy aligns with our Asset Plan, Financial Plan and long-term vision—ensuring we're working efficiently and effectively towards measurable outcomes.

With 26 core services and targeted strategies for success, we're proud to deliver on the priorities you've helped shape for the future of our city.

Helen Sui
Chief Executive Officer

About Moonee Valley

Our municipality

Moonee Valley is located on Wurundjeri Woi-wurrung Country in the inner and middle north-western suburbs of Melbourne, situated between the Melbourne CBD and Melbourne Airport. The city covers 43 square kilometres and encompasses the suburbs of Aberfeldie, Airport West, Ascot Vale, Avondale Heights, Essendon, Essendon Fields, Essendon North, Essendon West, Flemington, Keilor East, Moonee Ponds, Niddrie, Strathmore, Strathmore Heights and Travancore.

Moonee Valley is a well-established diverse community, characterised by mostly residential development interspersed by an eclectic mix of retail strips and activity centres, combined with offices, some industrial areas and Essendon Fields Airport. Retail trade, accommodation and food services, public administration and safety, and education and training are our main industries of local employment.

Our community

The following summary provides an overview of the key characteristics of the Moonee Valley population as informed by the 2021 Census and other key sources of health and wellbeing data. This section is informed by the Moonee Valley Health Profile 2024. To see our Health Profile, click [here](#).

Population

In 2021, the estimated population of Moonee Valley was 122,950 residents. While this was stable with total population from 2016, the 2021 Census was taken during a COVID-19 lockdown, which affected the results. Moonee Valley's forecast resident population in 2025 shows an increase of around 129,842 people (growth of some 7,000 residents since 2021).

In 2021 the average age of the municipal population was 39 years. There were 49,689 households, with the most common household type being couples with children (approximately 30 per cent), closely followed by lone person households (28 per cent).

Languages and backgrounds

- 28 per cent of people are born overseas, with Italy, India, the United Kingdom, Vietnam and China the top five overseas countries of birth.
- 13 per cent of people are LGBTIQA+.
- 0.5 per cent of people are Aboriginal and/or Torres Strait Islander.

- 28 per cent of people speak a language other than English at home, with the top five being Italian, Greek, Vietnamese, Mandarin and Arabic.
- 4 per cent of people do not speak English well or at all.

Health and wellbeing

- 40 per cent of people say that their overall health is excellent or very good.
- 31 per cent of people have one or more chronic health conditions with mental health, asthma and arthritis being the three most common.
- 15 per cent of people live with disability, and 6 percent of people need help with daily activities because of disability.
- 3 per cent of residents participate in the National Disability Insurance Scheme
- 8 per cent of people have a mental health condition.
- 14 per cent of people aged 15 and older provide unpaid care to someone with a long-term condition or disability.

Education and religion

- Roman Catholic is the main religion followed by residents (36 per cent) and a similar proportion don't follow a religion (32 per cent). 5 per cent follow Greek Orthodox, 5 per cent Anglican, 3.5 per cent Muslim, 2.5 per cent Buddhism, and 2.5 per cent Hindu. The remainder of the population follows a range of other religions.
- 37 per cent of people have completed a bachelor's degree or higher.

Household types

- 30 per cent of households are made up of a couple with children, 28 per cent are single people, 24 per cent are couples without children, 9 per cent are single parents with children, and 4 per cent are groups of adults. The remaining 5 per cent are classified as 'other', or unclassified.
- Single person households increased from 26 per cent of all households in 2016 to 29 per cent of all households in 2021.
- The average number of people per household is 2.4.
- 33 per cent of households own their house outright, 30 per cent own a house with a mortgage, and 31 per cent of households are renters.
- 52 per cent of dwellings are freestanding single-family homes, 29 per cent are medium density (duplexes, townhouses and small apartment blocks), 18 per cent are high density (apartment buildings over five stories) and 1 per cent are other/not stated.




Communities of focus

We are committed to equity, inclusion, fairness and respect, and we know that not everyone can participate in community life equally. Seven groups have been identified as having a higher likelihood of facing barriers that may impact their health, wellbeing and social outcomes. Called our 'communities of focus', Council will work to support equitable outcomes for people in these groups.

We will undertake this work guided by plans, implementation plans and frameworks associated with each community of focus. Each of these strategic documents either already exists or will be developed over the course of the four years of this Council Plan:

- a Self-Determination Plan, informed by the Wurundjeri Woi-wurrung, Aboriginal community and Marra Wirrigirri Advisory Committee;
- a Social Cohesion Framework that promotes community development and connections, champions inclusion and cultivates a strong sense of belonging;
- an LGBTIQA+ Inclusion Implementation Plan supporting a safe, inclusive and equitable experience for LGBTIQA+ communities;
- a Prevention of Family Violence Implementation Plan to contribute to a community where everyone is equal, safe and respected;
- a Housing Strategy that will help to identify opportunities, working within Council's role, to increase affordable and social housing.

The actions that underpin these plans are highlighted in this document using visual icons. These icons are shown in the table below.

Icon	Community of focus
	First Peoples This includes Aboriginal, Torres Strait and South Sea Islander peoples.
	Culturally and racially marginalised (CARM) people This includes people who face marginalisation due to their race, cultural background or religion.
	People living with disability, mental illness, chronic illness or who are neurodivergent, and their carers



People who identify as LGBTQIA+

This stands for Lesbian, Gay, Bisexual, Transgender, Intersex, Queer or Questioning, Asexual, as well as non-binary, ace, gender diverse and any other gender and sexual identities that are not heterosexual or cisgender.



People experiencing, or at risk of, family violence



People without stable housing, or experiencing housing stress



People living on low and/or insufficient incomes

We acknowledge that descriptive names and terminology evolve over time and can differ based on individual preferences. We strive to use the most current and respectful language to describe our communities of focus.

Council recognises our role in ensuring everyone can participate fully in society, and in supporting environments and communities where future generations can thrive and prosper. Council is committed to applying an inclusive, place-based and equity-focused lens to all strategies and decisions.

Our communities of focus do not represent an exhaustive list of everyone who might experience disadvantage or exclusion in the Moonee Valley community. These are the communities that research tells us most need additional support at this moment in time.

Geographical areas of focus

The western part of Moonee Valley, comprising Avondale Heights, Keilor East and Airport West, experiences comparatively lower levels of social, health and environmental advantage relative to other parts of the municipality. Communities in these areas are more likely to face higher rates of chronic illness, have lower tree canopy coverage, fewer public and active transport options, and greater cultural and linguistic diversity. Residents are also more likely to experience lower levels of educational attainment, higher levels of housing stress and be of an older median age.

Other areas of note include Flemington and Ascot Vale, which contain some of the most disadvantaged areas in Moonee Valley. Flemington has the highest unemployment rate in the municipality, and both suburbs include pockets of significant disadvantage, especially around public housing.

Statement of Acknowledgement: LGBTIQA+ Communities

Gender and sexual identity are both core to who we are as people. As an organisation we are committed to equity and inclusion for people of all genders across the municipality and in all our services. The LGBTIQA+ community is a vibrant and valued part of Moonee Valley, and we offer this acknowledgement as a demonstration of our appreciation.

We pay our respects to those among the lesbian, gay, bisexual, transgender, intersex, queer or questioning and asexual communities (LGBTIQA+), as well as non-binary, ace, gender-diverse and any other gender and sexual identities that are not heterosexual or cisgender.

We acknowledge the LGBTIQA+ communities who have worked to support the improved health and wellbeing of their peers, children, families, friends, and country. We honour the elders in the diverse communities of which we are a part, and we celebrate the extraordinary diversity of people's bodies, genders, sexualities, and relationships that they represent.

Intersectionality

Intersectionality is a way of seeing the whole person. It recognises that the different parts of someone's identity and circumstances cannot be disentangled or considered in isolation. Different parts of a person's identity or circumstances – such as age, race, culture, disability, gender, location or religion – intersect and combine to shape people's life experiences, including of exclusion, disadvantage and discrimination.

An understanding of intersectionality is key to designing and implementing effective policies, programs and services that meet the needs of our diverse communities. Intersectionality. In addition to the communities of focus we know that other factors can further disadvantage some people, specifically age, isolation or gender.

Being a baby, child or young person (aged under 25), older adult (aged over 65), someone experiencing isolation, or identifying as female or outside binary gender categories, can further increase a person's vulnerability to experiencing negative health, wellbeing and social outcomes. Identifying with, or belonging to, more than one of these groups can increase this risk.

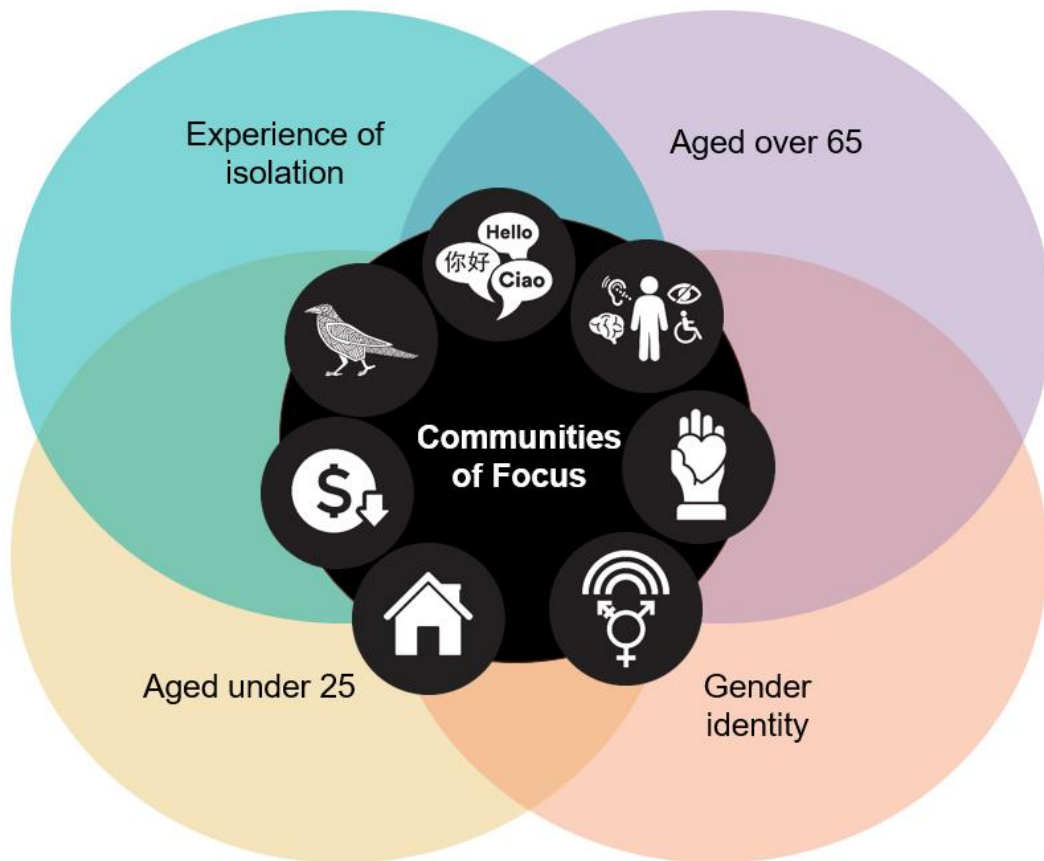


Figure 1. Diagram representing that isolation, age, and gender can have intersectional impacts on communities of focus.

Climate Change

Climate change is also an equity issue. Its impacts are not felt equally, as some communities are more exposed to environmental harm and/or have less capacity to respond. Many of the most at-risk groups are among our communities of focus. Council aims to address this by actively preparing for climate impacts, building resilience and supporting those most affected.

Councillors and council elections

Nine Councillors are elected every four years by the residents and ratepayers of Moonee Valley to represent the community and make decisions regarding a large range of issues. The current councillor group were elected in the 2024 Local Government elections.

Following the 2024 election, Moonee Valley's electoral structure changed from a three-ward structure with three Councillors per ward to a nine-ward structure with one Councillor per ward. The nine new wards are: Airport, Buckley, Canning, Fairbairn, Milleara, Myrnong, Queens Park, Steele Creek, and Woodlands.

Councillors elect the Mayor and Deputy Mayor to head the Council for a one- or two-year term, during the four-year Council term. For the twelve months from November 2024 the Mayor was Cr Ava Adams and the Deputy Mayor was Cr Fran Cosgriff.

Councillors and their wards

- **Airport Ward** covers Strathmore Heights, Strathmore, Essendon Fields, and Essendon North and is represented by Councillor Hamish Jones.
- **Buckley Ward** covers Essendon North, Essendon, and Aberfeldie and is represented by Councillor John Barnes.
- **Canning Ward** covers Avondale Heights and Essendon West and is represented by Councillor Paula Theocharides.
- **Fairbairn Ward** covers Ascot Vale and is represented by Councillor Phil Burn.
- **Milleara Ward** covers Keilor East and is represented by Councillor John Sipek JP.
- **Myrnong Ward** covers Flemington and Travancore and is represented by Councillor Dr Rose Iser.
- **Queens Park Ward** covers Moonee Ponds and Essendon and is represented by Councillor Ava Adams.
- **Steele Creek Ward** covers Airport West and Niddrie and is represented by Councillor Samantha Byrne.
- **Woodlands Ward** covers Moonee Ponds and Essendon and is represented by Councillor Fran Cosgriff.

Moonee Valley City Council Electoral Structure

NOTE: By Order in Council under section 15(1) of the Local Government Act 2020, the electoral structure of the municipal district of the Moonee Valley City Council is specified as described in this map.

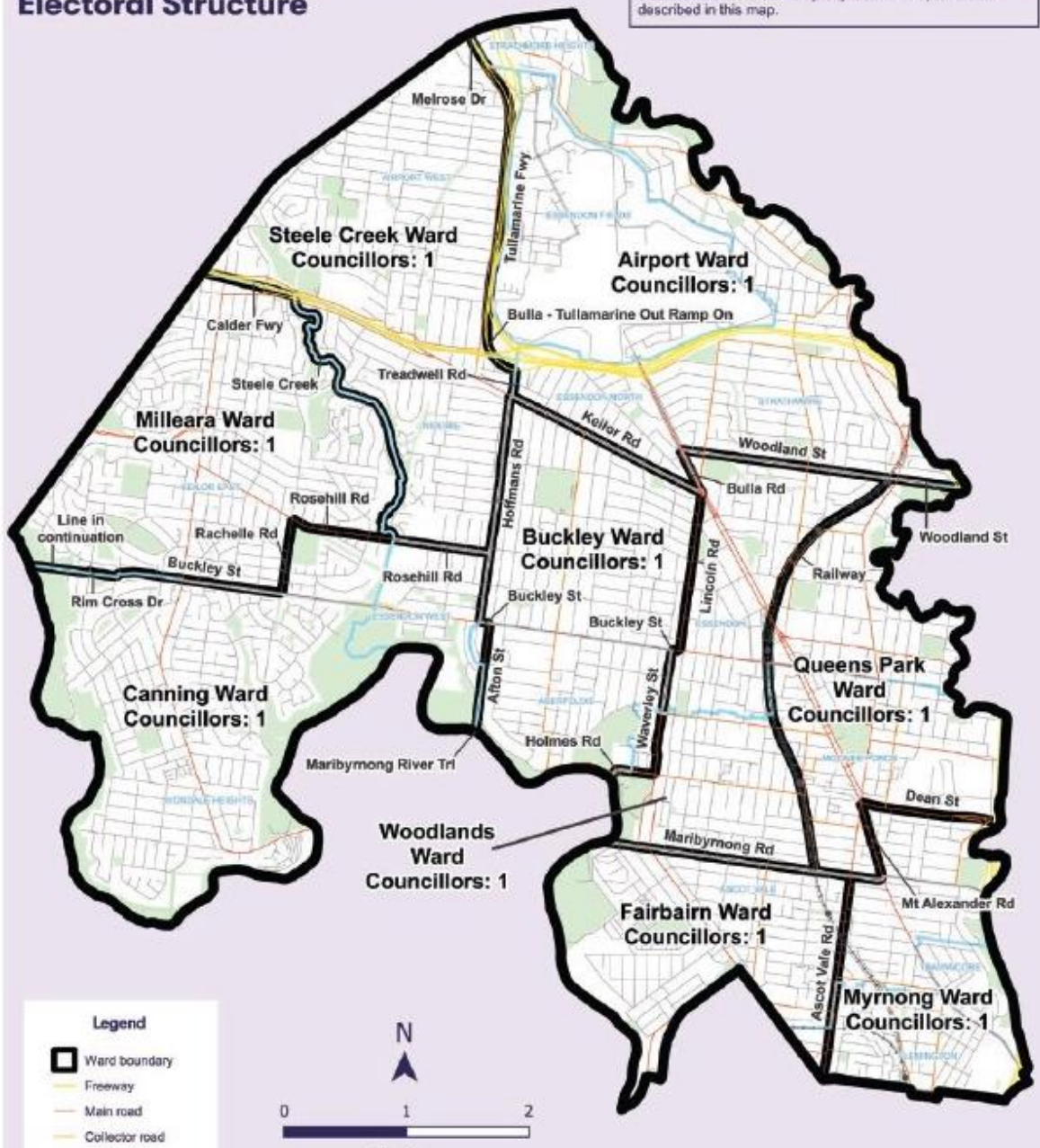


Figure 2. Moonee Valley City Council Electoral Structure. The map shows roads, green spaces, railways and waterways. The ward boundaries are marked in thick black lines and indicate the number of Councillors for each ward – in Moonee Valley there is one Councillor to represent each ward.

Our organisation

The Chief Executive Officer (CEO), appointed by councillors, leads the operational direction of the organisation and is responsible for managing all day-to-day operations.

The CEO is supported by a team of experienced, committed Directors and Managers who oversee the delivery of the array of activities that make our city function effectively and contribute to the wellbeing of our community. In 2025 the CEO established a new organisational structure to further enhance the organisation's focus and delivery on key priorities.

DRAFT

The roles of Council

Over the life of the plan, Council will need to play a range of roles to ensure our strategies are delivered. They are:

Role of council	Description
Advocate	Promotes the interests of the community to other decision-making organisations, e.g. state and federal governments.
Connector	Encourages others to be involved, collaborates and brings interested parties together to progress identified issues.
Funder	Funds other organisations to carry out services, for example through grants and service delivery contracts.
Monitor	Gathers information on activities and checks against progress, to inform decision-making and improvement.
Partner	Carries out services in formal and informal partnership with other organisations.
Provider	Designs and delivers services.
Regulator	Enforces and directs activities as required under relevant legislation.
Responder	Acts to minimise harm to people, property and the environment, often coordinating with or referring to other organisations.

Council's advocacy approach

One of the most important roles of local government is to advocate for better outcomes on key issues affecting the quality of life of our community. Our Advocacy Strategy identifies key community needs that require collaborative effort to achieve, because of their scale, or because their scope is beyond Council's role to achieve alone. These often include major infrastructure projects or systemic policy changes and involve state or federal government.

More detail about Council's advocacy priorities can be found by clicking [here](#) to go to the Advocacy Strategy.

Council's services

Council is responsible for delivering a wide range of services to support the wellbeing of the community, from removing waste, to ensuring safe roads and footpaths, supporting people to live healthy lives through sport and recreation, and providing opportunities for artistic and cultural expression. It is through our services that the commitments of the Council Plan can be delivered, and we can work to realise our MV2040 Community Vision.

The basis of our approach to all service delivery is to improve the lives of people living, working, shopping, creating and playing in our community. Regardless of the service being delivered, everything we do aims to support equity, improve accessibility and inclusive participation, and enhance health and wellbeing, to bolster the local economy and mitigate against the effects of climate change.

Service list

The services, which make up the whole of the organisation, are:

- Animal management
- Arts and culture
- Building services
- Children and family services
- Civic services
- Community development
- Community facilities and property management
- Community information, education, advocacy and engagement
- Economic and business development
- Environment and sustainability
- Home care and community support
- Leisure, sport and recreation
- Libraries

- Neighbourhood and street cleaning
- Our finances
- Our people
- Our systems and knowledge
- Parks, gardens and open space management
- Permits
- Public health and safety
- Reconciliation
- Statutory planning
- Strategic land use planning
- Traffic, transport, pedestrian and drainage network
- Waste and recycling
- Youth development

Council's values

Our values guide the way in which we work to achieve the Community Vision, shape our culture, and define our identity.

Be Open

- Be willing to try and learn.
- Share ideas generously and listen to others with interest.
- Assume positive intent.

Know Your Impact

- Act with foresight.
- Behave honestly for the benefit of our community.
- Take responsibility for your actions.

Make It Count

- Find the best way to move forward.
- Tackle issues to make progress towards our goals.
- Create things that add value for our organisation and the community.

Community Vision

Community Vision Statement

The MV2040 Strategy is the long-term strategic plan and community vision. First adopted in 2018, the Strategy has been reviewed in 2025. The Strategy lays out the community's aspiration for the future and priority areas of focus to achieve the vision. To read the MV2040 Strategy, click [here](#).

The Council Plan adopts the community vision as the compass point guiding its focus and directions. It also determines what actions Council can progress over the term of the Plan to achieve the vision.

In November 2024, a Community Advisory Panel was convened to review the community vision statement, as required under the *Local Government Act 2020*. This was then checked with the community more broadly. Some 980 people gave comments and suggestions to help shape the new vision statement. Council also consulted with Wurundjeri Woi-wurrung Elders and Policy and Partnerships sub-committee members, who proposed a contribution to the Vision statement.

Councillors considered all feedback, working together via a series of workshops, to build on the Community Vision Statement:

In 2040, Moonee Valley is a healthy, vibrant and welcoming community where everyone is visible and valued. Good planning has created beautiful, inclusive neighbourhoods.

Acknowledging the climate emergency, we value environmental sustainability and embrace our green open spaces. We support our diverse community to live, work, shop, create and play locally, independently and safely.

Together, we make community-focused decisions guided by a bold Council that leads with transparency, fairness, integrity, honesty and accountability.

First Peoples and their culture are thriving. This connection is centred on the prominent visibility and inclusion of the continuing culture and community of the Traditional Owners, the Wurundjeri Woi-wurrung people, who are valued and respected leaders in the community.

Moonee Valley is a place for all to belong.

About this Plan

The *Local Government Act 2020* requires every council and councillor group to prepare a council plan every four years, and within 12 months of each general election of Council. A council plan outlines what the council and councillor group intend to achieve over the four years of a council term.

An integrated approach

Council is committed to enabling community where all people can participate. We've taken an integrated approach to planning for key community outcomes to ensure that everything we do is singularly focussed and that our priorities and commitments are complimentary, therefore being most efficient and effective. This Plan combines the Council Plan, the Health Plan and the Disability Action Plan. Council has also developed implementation plans to guide its work in the prevention of family violence and LGBTIQ+ inclusion, and the delivery of these implementation plans is likewise integrated into this Plan. An integrated approach raises the profile of these important social policy portfolios, and demonstrates Council's commitment to inclusion across all areas of Council's work.

This approach supports Council to work through an intersectional lens, addressing social issues and barriers to participation. This understanding recognises that there are multiple factors influencing a person's identity and these need to be considered in the planning and delivery of our services to enable their fundamental right to participate. In doing this, Council aims to create a more accessible, inclusive, efficient, and transparent approach to addressing the needs of the entire community. This integrated approach is explained further through Council's Integrated Planning and Reporting Framework.

Integrated planning and reporting framework

The Council Plan is one part of a framework that ensures Council undertakes planning appropriately and consistently, supported by thorough reporting. The integrated planning and reporting framework addresses different time horizons to ensure that Council maintains a clear view on the long-term needs, and sets its shorter term priorities to achieve them. It incorporates the various plans required under the *Local Government Act 2020* and shows the inter-connectedness of these that, when combined, support the sustainability of the organisation and guarantees effective service delivery to the community. The reporting element of the framework

ensures that Council monitors its performance against its goals and reports regularly on this.

The table below provides an overview of the legislated strategies, plans and other strategic documents that guide Council's work over the short, medium and long term. The table is not a complete list of all of Council's strategic, operational and resourcing documents; rather, it captures the documents that Council is required to have under legislation. Council has a range of other important strategic documents including Bagarru Bagarru Djerring Reconciliation Plan 2022-25, the LGBTIQ+ Implementation Plan, Prevention of Family Violence Implementation Plan and the Arts and Culture Strategy, Igniting Creativity 2023-27. A full list of all of Council's current strategies, plans and implementation plans is available at [Appendix E](#), along with a glossary of key integrated strategic planning terms.

LONG TERM (ten or more years)			
Strategic documents	Operational documents	Resourcing documents	Outcomes measurement
Moonee Valley 2040 (Community Vision document) Municipal Planning Strategy		Long Term Financial Plan Long Term Capital Works Program Asset Plan	MV2040 Outcomes
MEDIUM TERM (two to four years)			
Strategic documents	Operational documents	Resourcing documents	Outcomes measurement
Council Plan Municipal Public Health and Wellbeing Plan Disability Action Plan Planning Scheme Review	Operational strategies and plans such as: Gender Equality Action Plan Domestic Animal Management Plan Road Management Plan Municipal Emergency Management Plan	Revenue and Rating Plan Workforce Plan Four-year Budget People Strategy People Plan	Integrated Strategic Indicators

SHORT TERM (one to three years)			
Strategic documents	Operational documents	Resourcing documents	Outcomes measurement
Annual Plan	Community Engagement Policy and Framework Operational plans, policies and service plans	Annual budget	Community Satisfaction Survey

Council undertakes a range of reporting to support its short-term planning, including quarterly Council Plan delivery updates, annual measurement of performance against the Victorian Local Government Performance and Reporting Framework (to read more about this, visit [Know Your Council](#)), an annual financial audit and the Annual Report.

Developing the Plan

The content of this Plan was developed based on both social research, and on the community engagement as required under the *Local Government Act 2020*.

Both the demographic make-up and the needs of the community can change substantially over the four years between Council Plans. To understand the community and their needs, Council undertook five rounds of community engagement over the course of 2024 and 2025. Additionally, significant research was done to understand social and economic trends playing out across the municipality.

Further information about the engagement process can be found in [Appendix B](#).

Disability

Our commitment to people with disability, neurodivergent people and carers

We respectfully acknowledge people with disability, neurodivergent people and carers as we strive for a more accessible and inclusive society. We thank those who have advocated for disability equity before us and those that continue this work now. In particular, we recognise and value the contribution of the current and former members of Council's Disability Advisory Committee, and the significant advocacy they provide while advising, identifying and guiding Council to empower people with disabilities.

The United Nations Convention on the Rights of Persons with Disabilities 2006 describes people with disability as 'people who have long-term physical, mental, intellectual or sensory differences that, when interacting with inaccessible communities and environments, prevent full and equal community participation'.

This is often referred to as the social model of disability. It acknowledges disability is created by barriers in a person's environment – like spaces, systems and attitudes that are not accessible or inclusive – rather a person's difference or impairment.

In addition, the human rights model of disability acknowledges people with disabilities have the same rights and dignity as anyone else. Removing barriers is only one part of the approach needed for inclusion – practical steps must also be taken to improve outcomes for people with disability to strive for equity in our community.

Australia is a member of the United Nations and upholds the Convention of Rights for People with Disability. Council recognises its responsibility at a local level, to address barriers that are inherent in Council's systems, structures, processes, services and overall operations, aiming to provide an equitable experience for all people in Moonee Valley, regardless of ability.

Through this Plan, Council seeks to improve access to services to enhance inclusion and empower people with disability, neurodivergent people, their families and carers in our community to actively participate in community life.

Disability Advisory Committee

Council will continue to collaborate with its Disability Advisory Committee (DAC) to further our understanding of people with disability, neurodivergent people, and carers. Council will uphold, promote, and protect the rights of people with disability, neurodivergent people and carers, to live independently and actively participate in life across the Moonee Valley community.

The DAC provides advice, identifies barriers to equity and guides Council with the intent to empower people with disabilities. Participants comprise a diverse range of disability experiences, a breadth of intersectional identities and live in all wards of the city; it aims to be representative of the Moonee Valley community. Relevant initiatives from the Plan are brought to the DAC to incorporate living experience of disability, achieving meaningful outcomes for the community.

What influences disability?

There are various ways in which people may experience disability, and this experience can be different over time. The World Health Organization states 'disability is part of being human... A person's [physical and social] environment has a huge effect on the experience and extent of disability. Inaccessible environments create barriers that often hinder the full and effective participation of persons with disabilities in society on an equal basis with others.' In addition to these impacts, some people with disability do experience very real impacts of impairment in their lives, such as chronic pain, shorter life expectancy and discrimination.

Ableism is discrimination or prejudice towards people with disability and leads to greater exclusion and oppression. Ableism interacts with other forms of discrimination, such as gender inequity, racism, homophobia, biphobia, transphobia, and ageism. This creates multiple and intersecting forms of systemic discrimination for Aboriginal and Torres Strait Islander people, women, LGBTIQ+ people, culturally and linguistically diverse people, older people and young people. Like all forms of discrimination, ableism may be conscious or subconscious conduct.

Council also recognises the position of the Hidden Disabilities Sunflower Scheme, that 'some disabilities, conditions or chronic illnesses are not immediately obvious to others.' Assumptions regarding disability and neurodivergence can impact the way Council plans, designs, communicates and delivers our programs, policies and activities. Council acknowledges that people with disability are the experts in their own situation and should be consulted on the development of initiatives that may affect them, towards a more inclusive Moonee Valley.

Inclusive Victoria: state disability plan 2022–26

The Inclusive Victoria: state disability plan 2022-26 (the State disability plan) sets the vision of ‘An inclusive, accessible and safe Victoria that upholds the rights of people with disability, celebrates our diversity and pride, and expands our opportunities to belong and control our lives’.

The State disability plan provides the policy framework and guidance for Council’s approach to addressing access and inclusion in Moonee Valley and enhancing the lives of people of all abilities, and carers. It is structured according to the four pillars of: Inclusive communities; Health, housing and wellbeing; Fairness and safety; and Opportunity and pride. Council will apply these pillars when planning for, and implementing, the Council Plan.

Council is committed to supporting the achievement of the State disability plan, through aligning Council’s priorities and service delivery. This enhances Council’s ability to tailor actions for our local community, while contributing to state-level outcomes for people with disability, neurodivergent people, their families and carers, and streamlining reporting on disability outcomes for the community.



Figure 3. Inclusive Victoria: state disability plan 2022-26 pillars

Our disability inclusion priorities

In Moonee Valley, we know that:

- 15 per cent of people live with disability, and 6 percent of people need help with daily activities because of disability
- 3 per cent of residents participate in the National Disability Insurance Scheme
- 8 per cent of people have a mental health condition
- 15 per cent of people aged 15 and older provide unpaid care to someone with a long-term condition or disability.

Engagement with residents, key stakeholders and the DAC throughout 2024 and 2025 has informed the priorities for action. They are interrelated and consistent with the priorities of the State disability plan and include:

- Building workforce capacity in Council's service delivery teams to increase inclusion
- Supporting people with a disability, neurodivergent people and carers to live healthy and active lives, through both targeted initiatives and more accessible and inclusive mainstream services
- Continued advocacy for improved local and accessible mental health services in Moonee Valley
- Making Council's communications and engagement processes more inclusive and accessible.

Health and wellbeing

Our commitment to health and wellbeing

The World Health Organization defines health as ‘a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.’ In other words, health is at the centre of everything we do. We are able to function physically, mentally, emotionally and spiritually on the basis of good health. And this ‘good health status’ is influenced by our relationships, our financial position, housing status and social connections, and these are influenced by the broader social, political, environmental landscape – aligned with Aboriginal and Torres Strait Islander communities’ understanding that health and wellbeing is made up of the way in which individuals and the whole community experience physical, mental and spiritual, emotional and social wellbeing.

In this context, activities undertaken by all Council services contribute to the health and wellbeing of our community members. The Australian Department of Health’s National Preventative Strategy acknowledges that ‘addressing the determinants of health is the responsibility of all. Strong leadership and governance by governments at all levels, communities, and public, private, and non-government organisations is essential.’

Council is committed to protecting, improving and promoting the health and wellbeing of residents. Through understanding the key health needs of our community and delivering tailored services, and creating and fostering local environments that support health, Council is able to provide opportunities for people to make healthy choices and experience positive health outcomes.

What influences our health and wellbeing?

To achieve the described whole-of-Council focus on health and equity, Council has considered key frameworks that provide ways for approaching preventative health action, informed by sound research and evidence. For this Plan, these have included the Social Determinants of Health, Planetary Health and One Health frameworks.

Council has, and continues to, subscribe to the Social Determinants of Health Model. This widely recognised approach outlines how a range of factors, including our individual lifestyle characteristics, social and community networks, living and working conditions, and wider socio-economic, cultural and environmental conditions, all interact to influence our experience of health.



Figure 4: The wider determinants of Health (adapted from Dahlgren & Whitehead 1991 in Victorian Public Health and Wellbeing Plan 2019-23)

More recent thinking advances the Social Determinants approach, to actively recognise the role of environmental and planetary change on our societal and individual health:

- We acknowledge that there is a need to balance the health of people, animals and the environment to optimise health outcomes through ensuring cleaner water, energy and air, securing safe and nutritious food, and taking action on climate change and contributing to sustainable development (One Health); and
- We recognise the interconnected relationship and influences between human and environmental health, and the need to work across sectors and disciplines to protect and improve public health. A Planetary Health approach primarily focusses on recognising and mitigating the negative human-caused impacts to environment and environmental resources, to protect environmental sustainability and support human health.

As environmental events have continued to impact public health, Council subscribes to the values and principles of these advanced approaches connecting environmental impacts to community health. This ensures Council thinks about how the environment impacts people's health, and how people's actions affect the environment and further embeds our holistic approach to health prevention.

The complex relationship between the environment, biodiversity, and our economic, financial, cultural, technological, social and political contexts is portrayed in the State health plan.



Figure 5: The broadened social determinants of health - Victorian Public Health and Wellbeing Plan 2023-27)

Victorian Public Health and Wellbeing Plan 2023-27

The Victorian Public Health and Wellbeing Plan 2023-27 (the State health plan) sets the vision of a Victoria 'free of the avoidable burden of disease and injury, so that all Victorians can enjoy the highest attainable standards of health, wellbeing and participation at every age'. It recognises that public health interventions need to be delivered across the settings where we spend our time – where we live, grow, learn, work and age.

The State health plan provides a framework for coordinated public health action across state, regional and local levels. Since the last State health plan, the government established public health units across the state, to drive greater coordination and collective action among local governments and health agencies to achieve improved outcomes across shared health priorities.

The State health plan continues to focus on the 10 health priorities of the previous plan (2019-23), to enable a long-term approach to preventative health to have the greatest impact on minimising the modifiable burden of disease and reducing ill-health across the lifespan. It recognises the One Health and planetary health approaches as important drivers of public health planning.

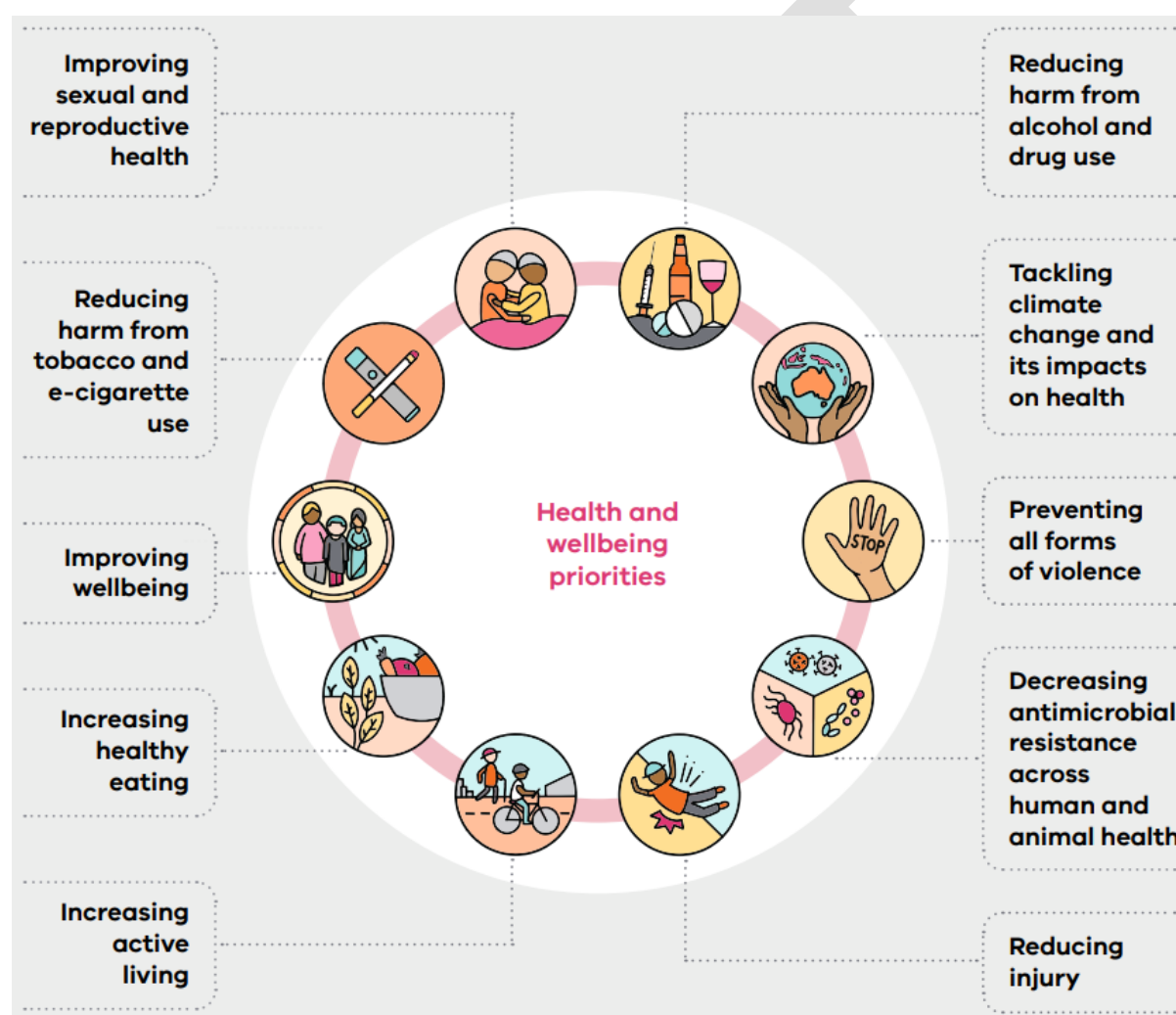


Figure 6: Victorian Public Health and Wellbeing Plan 2023-27 priorities

Council is committed to contributing to the strategic directions of the state government and building upon the collective efforts of regional partners to improve population health outcomes in these priority areas. In particular, Council will work with the Western Region Public Health Unit on its three priority areas of focus: to improve local sustainable food systems; address the health impacts of climate change; and reduce tobacco use and vaping.

Our health and wellbeing priorities

To be most effective in improving the health and wellbeing of the community, Council focuses on addressing the modifiable risk factors of preventable diseases, as evidence shows this to be the most effective method of improving the health of the community. Modifiable risk factors, such as smoking or a poor diet, are known to contribute to the preventable burden of disease, and lifestyle diseases such as cancer, obesity and cardiovascular diseases. Focusing public health and health promotion interventions towards improving the modifiable risk factors to preventable lifestyle diseases is where public health initiatives can have the most impact.

In Moonee Valley, we know that:

- In 2023, 52.6 per cent of adults were overweight or obese, an increase from 51 per cent in 2020 and 47.6 per cent in 2017
- 17 per cent of adults were usual users of smoking and/or vaping in 2023, which was slightly higher than the Victoria average of 16 per cent
- In 2023, 17.2 per cent of adults reported not consuming alcohol in the past year. In 2021-22, there were over 646 alcohol-related hospital admissions for Moonee Valley residents
- The most common cause of death for Moonee Valley in 2018-22 was coronary heart disease, responsible for 445 deaths (10.8 per cent of all deaths)
- Between 2018 and 2022, 491 deaths in Moonee Valley were considered avoidable. This means, on average, 87.4 people per 100,000 died prematurely each year.

Engagement with residents, health agencies and community groups throughout 2024 and 2025, and a review of research and policy has informed the health priorities for action. They are interrelated and consistent with the priorities of the State health plan and include:

- preventing gender-based and family violence
- tackling climate change and its impacts on health
- improving mental health
- increasing active living
- increasing healthy eating and food security.

For more data and statistics on the health status of the Moonee Valley community, refer to the Moonee Valley Health Profile 2025 which can be found at this [link](#).

At the annual Moonee Valley Health forums conducted in 2024 and 2025, Council engaged with the community health sector to consider data and anecdotal needs of the Moonee Valley community. Participants informed the health priorities of Council's municipal public health and wellbeing planning and considered opportunities for a

collaborative approach. [Appendix C](#) provides further detail about how we identified our health priorities.

Preventing gender-based and family violence

Preventing gender-based violence is a key societal objective and requires a collaborative effort across sectors and levels of government. One Australian woman is murdered every week by her current or former partner, and nearly one in five women report being subjected to violence at some time in their adult lives.

Gender-based or gendered violence refers to behaviour directed at or affecting a person based on their sex, sexual orientation, gender or gender identity. Based on public health research and for the purpose of this Plan, when we refer to gender-based violence we refer to violence perpetrated by men or boys towards women or girls (including those who identify as women or girls).

Family violence is when someone within a family setting uses threatening, intimidating, controlling and/or violent behaviour that makes another family member feel scared for their own – or someone else's – safety and wellbeing. Family violence can take the form of physical violence, manipulation, coercive control, surveillance, name-calling or put downs. Family violence is the leading cause of death and disability in women aged 15-45 years, and is the biggest contributor to women's ill-health, including poor mental health. It is the single largest driver of homelessness for women, and a common factor in child protection notifications.

The number of family violence incidences in Moonee Valley have increased between 2018 and 2022. While the rates are lower compared with the Victorian average, qualitative data suggests that family violence is under-reported in Moonee Valley.

Council has an important role to play. Some of the specific measures Council will take to prevent family violence and respond to the needs of victim-survivors of family violence in the local community include:

- addressing root causes of family violence
- building the capacity of Council's community-facing staff to understand, prevent and respond to family violence
- partnering with community agencies and groups to develop and implement tailored projects
- connecting community with early intervention, response and recovery initiatives
- undertaking awareness and advocacy approaches.

Addressing the underlying causes of family violence is key to prevention. As a workplace, service provider, connector, leader and decision maker, Council can help to address these causes by providing and promoting gender equitable, inclusive, safe, and responsive environments, services, programs, infrastructure, and policy decisions for its residents.

Council demonstrates its commitment through the Prevention of Family Violence Policy which outlines the approach we take to preventing gender-based violence. The Policy incorporates Council's Statement of Commitment to the prevention of family of violence (refer [Appendix D](#)). You can read the Policy [here](#).

Council recognises the best-practice work of women's health and family violence support services and is committed to strengthening its approach to violence prevention and responding to the needs of victim-survivors by working with specialist partners. We are a strategic partner with the Moonee Valley Family Violence Network, Preventing Violence Together and Action for Equity western region partnerships.

Tackling climate change and its impacts on health

The environment has a profound impact on our health – as individuals and communities. In Moonee Valley, we are experiencing the impacts of climate change in ways that directly affecting the health of our community, including flooding, extreme heat, bushfire smoke and thunderstorm asthma. We also know there are related secondary impacts on health such as a known increase in family violence related to more frequent and more severe extreme weather events. People are more likely to be vulnerable to climate change if they experience socio-economic disadvantage, are young children, older, or live with disabilities.

It is for these reasons that climate change is regarded as a public health priority, in addition to an environmental sustainability issue. The impact of climate change on health is a priority for health agencies working across Moonee Valley. Recognising the far-reaching impact of climate change on health, Council will collaborate to mitigate and adapt to impacts, through measures such as switching to renewable energy sources, and increasing tree planting and preparing for extreme weather events. Such activities not only work to reduce our risk to climate change but provide co-benefits like improving air quality by reducing pollution and increasing our resilience to emergencies.

Climate change has a major impact on our lives, so it is critical to continue our work to combat it in a way that benefits our health and wellbeing - through improved mental health, lower rates of cancer, obesity and cardiovascular disease, fewer deaths from extreme heat, reduced heat in urban areas, reduced UV radiation exposure, improved air quality, and less noise.

Improving mental health

The World Health Organization (WHO) describes mental health as '...a state of mental well-being that enables people to cope with the stresses of life, realise their abilities, learn well and work well, and contribute to their community. It is an integral component of health and well-being that underpins our individual and collective abilities to make decisions, build relationships and shape the world we live in.' The

WHO identifies mental health as a basic human right, and explains that it is crucial to personal, community and wider socio-economic development and outcomes.

At the 2021 Census, mental health conditions were the most reported long-term health condition in Moonee Valley (reported by some 8 per cent of residents). The proportion of people experiencing high or very high psychological distress has sharply increased over recent years, from 12.5 per cent in 2017 to 17.6 per cent in 2023. This is consistent with a state-wide trend. This is most prevalent among the 25-34 year olds, with females over-represented in nearly every age group (particularly between 15-24 years and 85 years and over).

Mental health is influenced by so many elements of life, including environmental, political, societal, lifestyle, genetic, cognitive, neurological, and physical conditions (for example, a survey found that two-thirds of young Australians say climate concerns are having a negative impact on youth mental health). Council has capacity to enable the mental health of the community, through creating and managing clean, safe environments, including green spaces; providing opportunities for gathering, celebration, learning, artistic and cultural expression and physical activity; and addressing climate change.

Some populations are more vulnerable to poor mental health outcomes. In Moonee Valley there are a range of factors that have greater co-occurrence with poor mental health. Gender and age are two of these factors: three quarters of suicides are by males, there is an increasing number of women admitted to hospital for illicit drug conditions, alcohol related harm is most prevalent in males aged over 40 years and is increasing among young people aged between 20-34 years. While local statistics are unavailable, nationally, three in four LGBTQ+ people, and four in five non-binary people experienced a mental health condition in their lifetime. In Moonee Valley, expenditure on gaming machines has increased, and this can also contribute to poorer health outcomes. In a broader societal context of housing affordability, cost of living pressures and political instability, efforts to support the mental health and wellbeing of the community are more important now than ever before.

In 2025, Council developed a Mental Health Enabling Plan, which provides an internal framework guiding our work to support the mental wellbeing of our community. Council also developed an alcohol harm minimisation plan, called Alcohol Related Harm Prevention and Minimisation Action Plan, in 2023, co-funded by VicHealth.

Increasing active living

Physical activity is a key driver of health and wellbeing, with both immediate and long-term health benefits. Regular physical activity is a known protective factor against a range of chronic diseases such as cardiovascular disease, type 2 diabetes and some cancers. Maintaining an active lifestyle can also reduce the risk of injury, enable people to recover more easily from injury or illness, improve reproductive

health, and can help to prevent falls and improve cognitive function among older adults. Regular physical activity can also improve a person's quality of life, help to manage and decrease pain, and support mental wellbeing.

In 2023, 38 per cent of Moonee Valley residents met the physical activity guidelines for adults of at least 150 minutes of moderate to vigorous physical activity per week, including being active most days (preferably every day). This has decreased significantly from 58 per cent in 2017 and indicates that not enough of the population is undertaking enough physical activity to be healthy. Active living refers to a choice made by a person to embed physical activity into their daily lifestyle. This might look like choosing non-vehicular ways of moving around (such as walking, running, bike riding, skateboarding or scootering, or using a mobility aid) or playing sport or other organised activity.

Our built environment and the opportunities it provides support people to live actively. From safe, well-lit shared paths and roads to provision of facilities and infrastructure for sport and recreation, Council can significantly influence the functioning of our suburbs to support active living. Given the underlying importance of physical activity as a foundational factor impacting health, this is a priority area of focus for Council's efforts.

Increasing healthy eating and food security

Healthy eating is a key determinant of health and wellbeing, helping to prevent and manage health risk factors such as overweight and obesity, high blood pressure and high cholesterol. To enable people to eat healthily, food needs to be readily available, nutritious, culturally appropriate and affordable. A wide range of factors influence our ability to buy, prepare and store food, including where we live, the types of grocery stores and food outlets available to us, our income, access to transport and/or mobility.

While Moonee Valley has many of the factors to support healthy eating, only 3.8 per cent of residents met the daily intake guidelines for fruit and vegetable consumption in 2023.

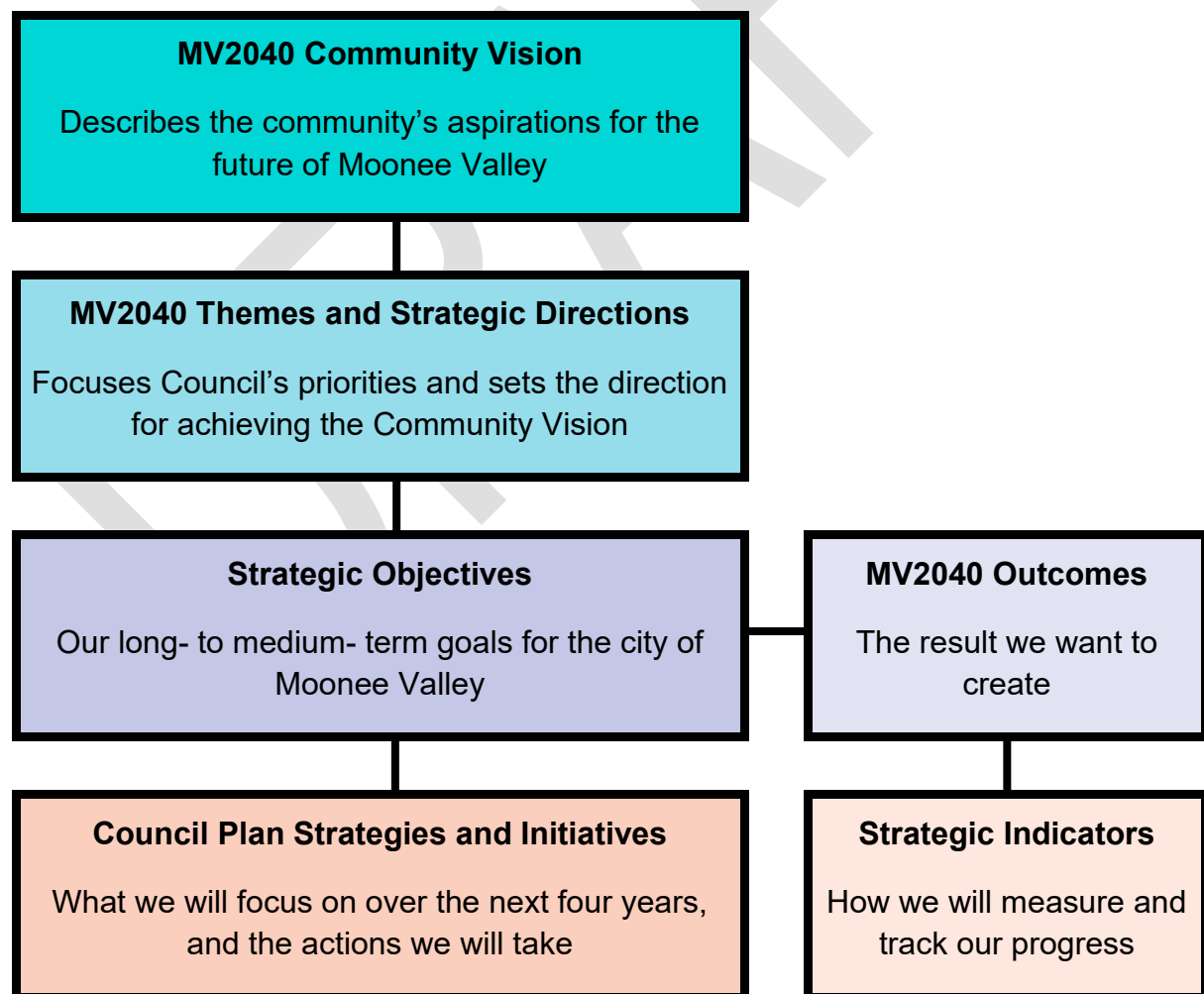
Food insecurity – the lack access to enough food for an active and healthy life due to the inability to purchase, store and cook food, and/or when there is not sufficient access to healthy food outlets – has increased in prevalence in our community. Economic factors, including cost of living, food affordability and housing costs, have compounded this.

Healthy eating and food security is a priority for health agencies that work across Moonee Valley. In 2023, 5.6 per cent of residents ran out of money to buy food in the previous 12-month period (slightly lower than the Victorian measure of 8 per cent). Council acknowledges this as a regional priority and will work with these agencies to help improve food systems and encourage healthy eating.

Delivering on the community vision: key areas of focus and action

MV2040 provides the long-term vision for Moonee Valley, based on our community's vision and priority outcomes towards the year 2040. It is Council's overarching 'umbrella' strategy and guides all planning, infrastructure and service delivery.

Council's specific commitments and actions to deliver on the vision are outlined in the Council Plan, and other long- and medium-term strategies and legislated plans. This approach is outlined in our integrated planning and reporting framework, in the About this Plan chapter.



Themes and strategic directions

MV2040 has six themes that support the delivery of the Community Vision – Fair, Thriving, Connected, Green, Beautiful and Trusted. Each theme is accompanied by a guiding statement that explains what the council wants to achieve. These are Council's strategic directions, which also guide our Council Plan.

Five of the themes were developed in collaboration with the community in 2017 as part of the development of the initial version MV2040. The sixth theme, Trusted, has been added to the new iteration of MV2040 in 2025 following feedback from our community. All six themes have been gifted Woi-wurrung names by Wurundjeri Elders.

Strategic objectives

Under these six themes and strategic directions, MV2040 and the Council Plan also have 23 strategic objectives. A strategic objective is a measurable goal that Council aims to achieve in order to address our community's priorities. Each strategic objective has an associated outcomes statement, to help us know if we're succeeding.

Outcomes

Outcomes are the results, changes or benefits that occur as a result of something happening. Focusing on outcomes is important to help Council:

- shape better decisions, services and activities
- align our work with the community's needs and aspirations
- focus Council's time, resources and energy on what matters most
- attract funding and use public money wisely
- influence and contribute to broader change in society.

MV2040's outcomes statements describe what our community and organisation will experience over the medium- to long-term, as we work towards achieving the Community Vision. They help us track the difference our work is making in people's lives.

[Appendix C](#) outlines the health and wellbeing outcomes addressed in this plan via the initiatives, and the relationship with the Victorian Health and Wellbeing Plan 2023-27 and relevant State Government legislation which guide the development and delivery of the Health Plan.

Council Plan strategies and initiatives

The Council Plan includes a range of four-year strategies. These strategies outline how we will achieve the priorities set out in our strategic objectives over the next four years. Priority initiatives, which are specific pieces of work that Council will undertake, are also outlined. These include major budget initiatives. A full list of every priority initiative Council will undertake to deliver our strategies on an annual basis, is published in an Annual Plan. Our Annual Plan for the 2025-26 financial year can be found at [Appendix D](#). These priority initiatives will be reviewed annually to allow Council to respond to emerging issues, and published as part of a new Annual Plan alongside Council's annual budget.

In the tables below, we indicate in what years we intend to deliver priority initiatives in response to our four-year strategies using a black dot. While a column without a dot means there is no priority initiative planned for that year, the work of delivering on the four-year strategy nonetheless continues, and forms part of our 'business as usual'.

Throughout the Council Plan, flagship strategies that support the Health Plan and Disability Action Plan will be marked with an icon.

A black cross on a white circle highlights items under the Health Plan, and a black circle with disability symbols highlight items under the Disability Action Plan.



Figure 7. Two round icons. The one on the left will be used to identify flagship health initiatives, the one on the right will be used to identify flagship disability initiatives.

Council acknowledges we work within a local, state, national and global context. The work we undertake to ensure Moonee Valley is a healthy, vibrant and welcoming community is not achieved alone.

We work collaboratively in partnership with a range of stakeholders, agencies and networks across health, social, economic, environmental, government (including the Department of Health to support the achievement of the Health Plan) and community sectors. Together we deliver prevention, intervention and response initiatives to meet the diverse needs of our community.

Strategic Indicators

To track our progress towards our outcomes and support good decision-making, the Council Plan includes a range of strategic indicators. They connect the big picture themes to the work being delivered in Moonee Valley.

Monitoring these indicators helps us better understand community needs, identify emerging issues, and focus our efforts where they can make the greatest impact.

Services

Council delivers 26 services, each aligned to one of the six MV2040 themes. The services and their descriptions are listed under the relevant themes.

Related strategic documents

Council has a range of existing strategies and legislated plans that guide the delivery of services and support the achievement of MV2040 and the Council Plan. These are listed under the relevant theme.



Fair (Qeentee Boordup)

This means 'fair' in Woi-wurrung language.

Strategic Direction

To deliver a fair future for all, where diversity is embraced and everyone feels welcome, safe and valued.






To deliver and facilitate inclusive, equitable and affordable services, to improve wellbeing for everyone.








Strategic Objectives, Outcomes and Indicators




Strategic Objective:	We know we've succeeded when:	How we'll track progress:
1. A city that respects and values First Peoples, their knowledge, history and culture	<ul style="list-style-type: none">Community members value and experience First Peoples' knowledge, history and culture as a visible and respected part of everyday life	<ul style="list-style-type: none">Perceptions of visibility and respect for First Peoples and Wurundjeri Woi-wurrung knowledge, history and culture
2. A city that embraces diversity and social cohesion	<ul style="list-style-type: none">Community members feel welcome, respected and free to express their identity	<ul style="list-style-type: none">Level of social inclusion and sense of belonging among Moonee Valley residents
3. A city that delivers inclusive, affordable and responsive services for people of all ages	<ul style="list-style-type: none">Community members can access affordable and inclusive services and programs their whole life long	<ul style="list-style-type: none">Community satisfaction with council services and programs

Strategic Objective:	We know we've succeeded when:	How we'll track progress:
4. A city committed to community safety, health and wellbeing	<ul style="list-style-type: none"> Community members feel, and are, safe at home and in their neighbourhood Community members have what they need to support their physical and mental wellbeing 	<ul style="list-style-type: none"> Community perceptions of safety in public spaces Levels of family violence in Moonee Valley Agreement with the sentiment that Moonee Valley is a good place to maintain a healthy lifestyle Self-described physical and mental health of residents

Strategies to achieve Fair Qeentee Boordup

Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29
<p>1.1 Develop a Moonee Valley Self-Determination Plan, informed by the Wurundjeri Woi-wurrung, Aboriginal community and Marra Wirrigirri Advisory Committee.</p> <p>Lead service: Reconciliation Council's role: Provider; partner; connector</p>		•	•		
<p>2.1 Develop and deliver initiatives for LGBTIQ+ inclusion, health and safety in consultation with the community.</p> <p>Lead service: Community development Council's role: Provider; partner; connector</p>	 	•			
<p>2.2 Develop and implement a Social Cohesion Framework that promotes community development and connections, champions inclusion and cultivates a strong sense of belonging to guide Council's programs, events, days of recognition and communications.</p>	 	•	•		

Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29
Lead service: Community development Council's role: Provider; connector	 				
3.1 Develop and implement the Family and Children's Services Action Plan, to progress priority initiatives. Lead service: Children and family services Council's role: Provider; partner		•			
3.2 Develop and implement a framework to support our community to age well in Moonee Valley. Lead service: Home care and community support Council's role: Provider		•			
3.3 Deliver initiatives that help to build a more inclusive community in consultation with people living with disability and their carers so that they can lead healthy and active lives, including by building workforce capacity in service delivery Lead service: Community development Council's role: Provider; partner; connector		•			
3.4 Strengthen youth engagement and participation, good mental health, leadership and community recognition. Lead service: Youth development Council's role: Provider; partner; connector		•	•		
4.1 Prepare a gambling harm reduction policy to guide Council decision-making. Lead service: Public health and safety Council's role: Provider; advocate			•		

Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29
<p>4.2 Contribute to the prevention of, and response to, gender-based violence and family violence, implementing actions that align with Council's Prevention of Family Violence Policy and Statement of Commitment and that support victim-survivors in their recovery and healing.</p> <p>Lead service: Public health and safety Council's role: Partner; advocate</p>	 	•			
<p>4.3 Support the opening of a new headspace for Moonee Valley and continue to advocate for local, accessible mental health services for people of all ages.</p> <p>Lead service: Public health and safety Council's role: Partner; advocate</p>		•	•		

Key initiatives

- Commence development of a Self-Determination Plan (2025/26)
- Develop an implementation plan that helps to build a more inclusive community in consultation with people living with disability and their carers (2025/26)
- Deliver youth-led programming and events (2025/26 – 2026/27)
- Prepare a gambling harm reduction policy, giving consideration to Council's role in providing social, leisure and recreation alternatives to gambling, and considering changes to the planning scheme to guide Council's role in gaming-related planning matters (2026/27)
- Develop an implementation plan that identifies initiatives that contribute to the prevention of gender-based violence and family violence and that support victim-survivors in their recovery and healing (2025/26).

For a full list of initiatives for each year, please refer to the relevant Annual Plan.

Services that deliver Fair Qeentee Boordup

Service name	Service description
Animal management	We protect the health and welfare of domestic animals, especially dogs and cats. We support pet owners to care for them appropriately and protect community safety.

Service name	Service description
Children and family services	We provide services to help families and children have the best start towards positive life-long outcomes. We support families to be healthy and connected and assist those who need extra support.
Community development	We improve community connection and cohesion so more people can participate actively and confidently in everyday life, especially our communities of focus. We run programs and activities to increase engagement, participation in decision-making, connection to the community, skills and resilience.
Home care and community support	We make our city more accessible and age-friendly, so people of all ages and abilities are respected and supported. We support older adults, people that need assistance with everyday living, people with disabilities and their carers to enjoy active, healthy, connected and independent lives.
Public health and safety	We work to keep our community healthy and safe. We provide information, advice and public safety programs, and investigate problems that impact on community health and wellbeing. We help respond to emergencies and support the community when they happen. We advocate for social equity across the city and partner with others to help achieve these goals.
Reconciliation	We acknowledge and respect the Wurundjeri Woi-wurrung as the First Peoples of the land and waterways of our city. We work to promote and protect their culture and heritage through projects, events and programs. We consult, collaborate and partner with Wurundjeri Woi-wurrung Elders, respected peoples and local Aboriginal networks.
Youth development	We support, empower and advocate for young people aged 12-25. Together we run programs, events and activities to increase their engagement and participation in decision-making and community life. We build their skills, connection to the community and resilience.

Related strategic documents

- Domestic Animal Management Plan 2021-25
- Business Continuity Plans
- Municipal Emergency Management Plan
- Bagarru Bagarru Djerring Reconciliation Plan 2022-25
- LGBTIQ+ Inclusion Implementation Plan
- Preventing Family Violence Implementation Plan.

DRAFT



Thriving (Bandingith)

This means 'doing well' in Woi-wurrung language.

Strategic Direction




To support a thriving and prosperous community with opportunities and places for events, the arts, business, innovation, lifelong learning, sport and recreation in a creative and vibrant city.

Strategic Objectives, Outcomes and Indicators

Strategic Objective:	We know we've succeeded when:	How we'll track progress:
5. A city with opportunities to learn and work, that values work in all its forms, including employment, entrepreneurship, volunteering and caring	<ul style="list-style-type: none"> Community members have enriching learning opportunities and secure, meaningful work Entrepreneurs, volunteers and unpaid carers are recognised and valued for their contributions to Moonee Valley 	<ul style="list-style-type: none"> Moonee Valley's unemployment rate compared to Greater Melbourne Enrolment numbers in learning programs delivered by Council The economic value of unpaid work in Moonee Valley
6. A city that supports business and responds to economic opportunities and challenges	<ul style="list-style-type: none"> Businesses and workers in Moonee Valley flourish in a widely supported local economy 	<ul style="list-style-type: none"> New businesses registered compared to businesses closed
7. A city where everyone can be creative and have fun	<ul style="list-style-type: none"> Community members can take part in a wide range of local arts, 	<ul style="list-style-type: none"> Participation in, and satisfaction with, arts

Strategic Objective:	We know we've succeeded when:	How we'll track progress:
	culture, entertainment and creative activities	and culture activities available
8. A city with opportunities to keep everyone active through sport, leisure and recreation	<ul style="list-style-type: none"> Community members participate in a wide range of inclusive leisure, sport and recreation opportunities 	<ul style="list-style-type: none"> Participation in, and satisfaction with, leisure, sport and recreation opportunities

Strategies to achieve Thriving Bandingith

Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29
<p>5.1 Encourage and expand use of our libraries through inclusive, accessible and flexible services, programs and collections that support learning, literacy, independence and skill development.</p> <p>Lead service: Libraries Council's role: Provider; connector</p>		•	•	•	•
<p>5.2 Continue to recognise the value of volunteering in our community while increasing volunteering opportunities at Council, enhancing the experience of community members at every stage of their volunteering with Council and helping to explore networking opportunities to encourage volunteering connections across the municipality.</p> <p>Lead service: Our people Council's role: Partner; connector</p>	 		•		
<p>6.1 Prepare and implement an Economic Development Action Plan to progress priority initiatives.</p> <p>Lead service: Economic and business development Council's role: Partner; connector</p>		•			

Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29
<p>7.1 Deliver and refresh Igniting Creativity, Moonee Valley's arts and culture strategy, to progress priority initiatives.</p> <p>Lead service: Arts and culture Council's role: Provider; partner; funder</p>		●	●	●	
<p>8.1 Prepare and implement a program for the provision and improvement of play and recreation facilities in open spaces across the City to support healthy outdoor activity, and progress major and minor park upgrades and park activations as outlined in the Open Space Strategy.</p> <p>Lead service: Parks, gardens and open space management Council's role: Provider</p>	 	●	●		
<p>8.2 Continue to advocate for external funding and partnerships in order to deliver facilities for Buckley Park Bowls Club, indoor sports (highball) and a soccer hub.</p> <p>Lead service: Community facilities and property management Council's role: Provider; partner; advocate</p>		●	●	●	●
<p>8.3 Progress the planning, development and affordable delivery of sporting infrastructure projects and programs to encourage participation and accommodate growth, in line with Council's strategic priorities and long-term capital works program.</p> <p>Lead service: Leisure, Sports and Recreation Council's role: Provider; partner</p>	 	●	●	●	●

Key initiatives

- Complete the redevelopment of Ascot Vale Library, and develop and implement adult programming (2025/26)
- Complete the Economic Development Action Plan and commence implementation (2025/26)

- Refresh the Arts and Culture Strategy; enable and promote local events (2027/28)
- Deliver Bowes Avenue netball courts; consider options for Queens Park Pool (2025/26).

For a full list of initiatives for each year, please refer to the relevant Annual Plan.

Services that deliver Thriving Bandingith

Service name	Service description
Arts and culture	We celebrate our community's rich culture and bring it to life through diverse professional and community theatre, music, visual arts, arts programs, festivals and events. We provide venues and creative spaces for the community to use, connect and enjoy.
Economic and business development	We help to create and activate vibrant places and spaces that residents want to visit. We contribute to the development of a thriving local economy by providing services that support local businesses to prosper.
Leisure, sport and recreation	We help keep our community moving, exercising and playing. We help provide accessible, purpose-built facilities like leisure centres, pools, sports fields, pavilions, golf course and driving range, public exercise equipment and more. We provide support, programs and services to keep people active and healthy.
Libraries	We help keep everyone in our community reading, informed and connected. We give everyone opportunities to access learning, social activities and digital technologies. We run libraries that are the heart of our communities.

Related strategic documents

- Igniting Creativity in Moonee Valley 23-27
- Bagarru Bagarru Djerring Reconciliation Plan 2022-25
- Soccer Strategy.



Connected (Berbang)

This means 'connected' in Woi-wurrung language.

Strategic Direction

To plan a city where everyone is connected to people, places and services important to them – culturally, physically, digitally and socially.







To make connection easier and more inclusive through safer streets, paths, transport and better ways to engage with Council.




Strategic Objectives, Outcomes and Indicators

Strategic Objectives	We know we've succeeded when:	How we'll track progress:
9. A city that is walkable with safe streets, roads and footpaths that connect people	<ul style="list-style-type: none"> Community members feel safe and confident using local streets, roads and bike routes 	<ul style="list-style-type: none"> Increased active transport usage and perceived neighbourhood safety reported by residents
10. A city where modern, low-emission and reliable transport is the easy option	<ul style="list-style-type: none"> Community members use reliable, modern and low-emission transport that meets diverse needs 	<ul style="list-style-type: none"> Increased access to sustainable transport options
11. A city in conversation with our diverse community	<ul style="list-style-type: none"> Community members communicate with Council in ways that meet their needs 	<ul style="list-style-type: none"> Community satisfaction with council communication
12. A city that is enabled and confident in purposefully using	<ul style="list-style-type: none"> Community members use digital technology safely and confidently 	<ul style="list-style-type: none"> Level of digital inclusion across Moonee Valley

Strategic Objectives	We know we've succeeded when:	How we'll track progress:
technology to improve everyday life	<ul style="list-style-type: none"> Council uses secure, purposeful technology to improve its services 	<ul style="list-style-type: none"> Proportion of IT and Digital Strategy actions 2024-2027 implemented

Strategies to achieve Connected (Berbang)

Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29
<p>9.1 Complete the Integrated Transport Strategy to improve the effectiveness of transport across the municipality, including active transport, public transport and road safety.</p> <p>Lead service: Traffic, transport, pedestrian and drainage network Council's role: Provider; partner; advocate</p>	 	●	●	●	
<p>9.2 Expand safe walking and cycling routes and deliver traffic, pedestrian and cyclist safety improvements by planning, improving and promoting shared and cycling paths and walking infrastructure.</p> <p>Lead service: Traffic, transport, pedestrian and drainage network Council's role: Provider</p>	 	●	●	●	●
<p>9.3 Improve traffic, pedestrian and cyclist safety by identifying safety issues around schools, undertaking behaviour change programs and delivering innovative solutions through the Better Moves Around Schools program.</p> <p>Lead service: Traffic, transport, pedestrian and drainage network Council's role: Provider; monitor</p>	 	●	●	●	●

Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29
<p>10.1 Support the community's use of sustainable transport through the expansion of electric vehicle charging stations across the municipality.</p> <p>Lead service: Traffic, transport, pedestrian and drainage network Council's role: Provider; partner; funder; monitor</p>		●	●		
<p>10.2 Work with stakeholders to advocate for improved public transport and pedestrian safety on non-Council roads</p> <p>Lead service: Traffic, transport, pedestrian and drainage network Council's role: Advocate; partner</p>		●	●		
<p>10.3 Transition Council facilities, fleet and equipment to more efficient energy sources to reduce environmental impact</p> <p>Lead service: Community facilities and property management Council's role: Provider; monitor</p>		●	●	●	●
<p>11.1 Provide accessible print and online communications, including translated materials and interpreters, and enhance customer experience through continuous improvement work to Council's website.</p> <p>Lead service: Community information, education, advocacy and engagement Council's role: Provider; partner; funder</p>		●	●	●	●
<p>12.1 Improve the use of technology applications to enhance service delivery and assist Council with future planning.</p> <p>Lead service: Our systems and knowledge Council's role: Provider; monitor</p>		●	●	●	●

Key initiatives

- Complete the Integrated Transport Strategy (2026/27)
- Progress Strathmore Secondary component of Moonee Ponds Creek Trail; deliver LATM projects in Newmarket and Airport West (2025/26)
- Explore advocacy to improve public transport access to major events and in under-serviced areas of the municipality (2026/27)
- Provide targeted accessible communication through Valley View and What's On (2025/26)
- Continue the website project with the development and implementation of stages 2 and 3 (2025/26)
- Explore opportunities to introduce an AI Agent to our website to provide a fast and accurate response to simple customer service and permit enquiries and requests (2027/28).

For a full list of initiatives for each year, please refer to the relevant Annual Plan.

Services that deliver Connected (Berbang)

Service name	Service description
Traffic, transport, pedestrian and drainage network	We help our community walk, cycle, drive and use roads around our city safely. We want transport to be convenient, accessible, environmentally friendly and available to everyone. We help provide and maintain local walking and cycle paths, roads, drains and transport routes.
Our systems and knowledge	We support our staff to have the right systems, tools and technology to do their jobs. We provide services including technology infrastructure, records, applications and organisational research. We manage risk and project governance. We ensure our systems are stable, secure, up-to-date and integrate where relevant.

Related strategic documents

- Information Technology Disaster Recovery Plan
- Information Technology and Digital Strategy 2024-27
- Asset Plan
- Local Area Traffic Management Plans
- Road Management Plan.



Green (Wunwarren)

This means 'green' in Woi-wurrung language.

Strategic Direction




To nurture a green future, through caring for Country and creating a clean, sustainable, climate-safe city for future generations.


To champion our environment by supporting healthy, resilient ecosystems and expanding our green spaces, natural waterways and urban canopy.

Strategic Objectives, Outcomes and Indicators

Strategic Objectives	We know we've succeeded when:	How we'll track progress:
13. A city that is zero carbon, cool and climate-safe	<ul style="list-style-type: none">Community members live in a zero-carbon, climate-safe community, powered by renewable energy	<ul style="list-style-type: none">Reduced community and Council carbon emissionsReduced community vulnerability to heat
14. A city that has increased biodiversity and is water-sensitive	<ul style="list-style-type: none">Community members care for Country and enjoy shady places, healthy waterways, and diverse flora and fauna	<ul style="list-style-type: none">Increased size and health of Moonee Valley's urban forestReduced water use
15. A city that repurposes and recycles to minimise waste	<ul style="list-style-type: none">Community members actively recycle, repurpose, and take action to reduce waste and pollution	<ul style="list-style-type: none">Increased waste diverted from landfill

Strategies to achieve Green Wunwarren

Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29
<p>13.1 Continue to build community resilience and preparedness to extreme heat and flooding through planning, advocacy and education initiatives.</p> <p>Lead service: Public health and safety Council's role: Provider; partner; funder; advocate</p>	 		•		
<p>13.2 Review and continue to deliver programs through the Community Climate Emission Reduction Reserve, including considering targets for solar uptake.</p> <p>Lead service: Environment and sustainability Council's role: Provider; connector; monitor</p>		•	•		
<p>13.3 Increase natural cooling of our homes, spaces and buildings across the city through increasing plantings and public and private tree canopy cover.</p> <p>Lead service: Parks, gardens and open space management Council's role: Provider; monitor</p>		•	•	•	•
<p>14.1 Design and construct stormwater harvesting infrastructure to deliver on the Maribyrnong Catchment Integrated Water Management Plan.</p> <p>Lead service: Parks, gardens and open space management Council's role: Provider; partner</p>		•	•	•	
<p>14.2 Mitigate the impacts of climate change on drainage networks through flood modelling, potential planning changes and capital works delivery.</p> <p>Lead service: Traffic, transport, pedestrian and drainage network Council's role: Provider</p>		•	•	•	•

Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29
<p>14.3 Protect and enhance biodiversity and ecological health throughout the municipality by increasing the diversity of landscapes, habitat connectivity and species used in plantings, and by undertaking pest plant and animal management.</p> <p>Lead service: Parks, gardens and open space management Council's role: Provider</p>		●	●	●	●
<p>14.4 Continue to support the naturalisation of waterways, including by working with partners to support their efforts to naturalise the Moonee Ponds Creek and advocating for the naturalisation of Steele Creek.</p> <p>Lead service: Parks, gardens and open space management Council's role: Partner; provider; advocate</p>		●		●	
<p>15.1 Reduce waste by cutting recycling contamination, continuing resident and business education campaigns and engagement and enhancing circular economy initiatives.</p> <p>Lead service: Waste and recycling Council's role: Provider; connector; monitor; responder</p>		●	●	●	●
<p>15.2 Investigate alternative ways to provide recycling services to a diverse range of housing types, including through drop-off points for glass, recycling and FOGO.</p> <p>Lead service: Waste and recycling Council's role: Provider</p>			●		

Key initiatives

- Commence delivery of the Let's Go Zero sustainable business initiative to support local businesses to reduce their carbon emissions (2025/26)
- Establish digital and face-to-face opportunities to engage and communicate with the community on sustainable living (2025/26)
- Review street tree selection guidelines (2026/27)

- Update the Significant Tree Register (2028/29)
- Advocate to Melbourne Water for improvements to Steele Creek (2027/28)
- Undertake textile waste education to divert waste from landfill (2025/26)
- Improve pedestrian and bicycle access at Transfer Station (2025/26).

For a full list of initiatives for each year, please refer to the relevant Annual Plan.

Services that deliver Green Wunwarren

Service name	Service description
Environment and sustainability	We work to create an ecologically healthy and environmentally responsible city. We deliver environmental sustainability programs and policies and increase Moonee Valley's biodiversity. We work to support the organisation and community to reduce carbon emissions and respond to the health impacts of climate change.
Parks, gardens and open space management	We keep our city green and leafy. We look after the trees in our streets, our local parks, gardens, playgrounds, nature reserves and other green spaces for our community to enjoy.
Waste and recycling	We keep Moonee Valley clean and tidy. We manage rubbish collection and services for reusing, recycling or disposing of unwanted materials. We reduce landfill by providing green bins for food and organics recycling.

Related strategic documents

- Open Space Strategy
- Electric Line Clearance Management Plan
- Tree Management Plan 2018-2022.



Beautiful (Nga-ango Gunga)

This means 'breathtaking' in Woi-wurrung language.

Strategic Direction

To shape a beautiful and liveable city with housing and infrastructure that meet changing community needs.


To provide places and streetscapes that are uniquely ours – welcoming, well-presented, engaging and full of local character that makes us proud.



Strategic Objectives, Outcomes and Indicators



Strategic Objectives	We know we've succeeded when:	How we'll track progress:
16. A city with diverse, affordable, secure and well-planned housing for all	<ul style="list-style-type: none">Existing and prospective residents have suitable, secure and well-planned housing options in Moonee Valley	<ul style="list-style-type: none">Progress towards meeting State Government housing targetsLevels of housing stress in Moonee Valley
17. A city where our history and identity help shape the future	<ul style="list-style-type: none">Community members feel a strong sense of place, belonging, pride and connection to where they live	<ul style="list-style-type: none">Level of community pride and connection among Moonee Valley residents
18. A city of innovative and sustainable design	<ul style="list-style-type: none">Community members enjoy well-designed, sustainable buildings and places that enhance liveability	<ul style="list-style-type: none">Community satisfaction with planning and development in Moonee Valley

Strategic Objectives	We know we've succeeded when:	How we'll track progress:
19. A city with green, welcoming and well-presented spaces and streetscapes	<ul style="list-style-type: none"> Community members enjoy well-maintained and welcoming green spaces and public areas 	<ul style="list-style-type: none"> Community satisfaction with public open space Increased community access to public open space
20. A city with infrastructure that supports the needs of our changing community	<ul style="list-style-type: none"> Community members enjoy inclusive facilities where they can gather and belong beyond home and work 	<ul style="list-style-type: none"> Community satisfaction with Council facilities

Strategies to achieve Beautiful Nga-ango Gunga

Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29
<p>16.1 Prepare initiatives to ensure that residential development is directed to appropriate locations to meet our future population growth, focusing on activity centres and areas with good access to public transport and working within Council's role to increase affordable and social housing.</p> <p>Lead service: Strategic land use planning Council's role: Provider</p>		●	●		●
<p>17.1 Undertake planning and implement initiatives to conserve and enhance heritage places which are of scientific, aesthetic, architectural or historical interest, or otherwise of special cultural value.</p> <p>Lead service: Strategic land use planning Council's role: Provider</p>		●	●	●	

Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29
<p>17.2 Establish a vision for the future of the Maribyrnong River and surrounds by completing the Maribyrnong River Cultural Precinct Plan, incorporating the recommendations of a Cultural Values Assessment developed by Traditional Owners.</p> <p>Lead service: Community facilities and property management Council's role: Provider; partner; connector</p>		●	●		
<p>18.1 Ensure that the planning of social infrastructure incorporates principles of design excellence and innovation and meets the community's changing needs.</p> <p>Lead service: Community facilities and property management Council's role: Provider</p>			●	●	
<p>18.2 In collaboration with the Council Alliance for a Sustainable Built Environment, continue to advocate for elevated Environmentally Sustainable Design targets for new development to support a Zero Carbon Planning Scheme.</p> <p>Lead service: Community information, education, advocacy and engagement Council's role: Partner; advocate</p>		●	●	●	●
<p>19.1 Continue to implement the Open Space Strategy by preparing and implementing an open space acquisition framework for increasing open space in priority areas (Flemington, Keilor Road/Essendon North, Essendon and Moonee Ponds).</p> <p>Lead service: Parks, gardens and open space management Council's role: Provider</p>			●	●	

Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29
<p>19.2 Develop and deliver a program for the implementation of open space master plans with clear criteria for prioritisation.</p> <p>Lead service: Parks, gardens and open space management Council's role: Provider</p>			●		
<p>19.3 Provide facilities and places for exercising dogs safely and in harmony with other users of open space and biodiversity.</p> <p>Lead service: Parks, gardens and open space management Council's role: Provider</p>		●	●		●
<p>19.4 Develop and implement a program for enhancing streetscapes.</p> <p>Lead service: Parks, gardens and open space management Council's role: Provider</p>		●	●		
<p>19.5 Develop and implement a Moonee Valley Placemaking Framework, giving consideration to safety, lighting, cleanliness and inclusive urban design.</p> <p>Lead service: Community facilities and property management Council's role: Provider</p>		●	●	●	
<p>20.1 Continue to implement the Public Toilet Strategy.</p> <p>Lead service: Community facilities and property management Council's role: Provider</p>		●	●	●	●

Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29
<p>20.2 Prepare and implement a Property Strategy to ensure that Council's property portfolio can support the future needs of the community.</p> <p>Lead service: Community facilities and property management Council's role: Provider</p>		●			
<p>20.3 Plan to address community infrastructure needs in Niddrie and Essendon North, including by advancing planning and advocating for external funding and partnerships to deliver Niddrie Library.</p> <p>Lead service: Community facilities and property management Council's role: Provider; partner; advocate</p>			●	●	
<p>20.4 Continue the Building Blocks Partnership with the Victorian Government to deliver kindergarten redevelopments and maternal child health suites at Airport West, Ascot Vale (Coronation) and Keilor East (Lincolnville and Milleara Gardens).</p> <p>Lead service: Children and family services Council's role: Provider; partner</p>		●	●	●	

Key initiatives

- Complete the Housing Strategy (2026/27)
- Develop a report outlining options to reduce financial and environmental impacts of heritage overlays to residents (2025/26)
- Complete the Maribyrnong River Cultural Precinct Master Plan (2026/27)
- Reimagine social infrastructure in Avondale Heights in collaboration with the community to better meet their changing needs (2027/28)
- Construct Hallkeeper Lane as part of Moonee Ponds Activity Centre (2026/27)
- Adopt the Property Strategy, explore divestment opportunities and renew leases where appropriate (2025/26)
- Complete construction of Lincolnville Kindergarten and progress construction of Coronation Kindergarten (2025/26).

For a full list of initiatives for each year, please refer to the relevant Annual Plan.

Services that deliver Beautiful Nga-ango Gunga

Service name	Service description
Building services	We make sure publicly and privately owned buildings, structures and pools are safe. We uphold safety and amenity laws and standards. We provide information and advice to residential and commercial owners/occupiers of properties and buildings.
Community facilities and property management	We provide public facilities and community spaces, including for community hire. We make sure our facilities are clean, safe, accessible and fit for purpose.
Neighbourhood and street cleaning	We provide a clean and healthy environment for our community to enjoy safely. We clean streets and keep public spaces free of graffiti.
Permits	We make sure rules and laws are followed to help keep our community safe. We give residents and local businesses permissions to help them build and maintain their homes, run businesses and events, and more.
Statutory planning	We work to make sure development and growth in our city is appropriate, so our community has comfortable and enjoyable places to live, work and visit. We provide advice to help limit the impacts of development, investigate problems, and enforce rules and laws.
Strategic land use planning	We make plans so land across our city is used in the best possible way to meet community needs, now and in the future. We work to create great neighbourhoods where residents can live locally in appropriate housing, and access appropriate facilities and services close to where they live. We work to protect the environment, heritage, and the things that make our neighbourhoods unique.

Related strategic documents

- Moonee Valley Planning Scheme
- Asset Plan
- Igniting Creativity in Moonee Valley 2023-27.



Trusted (Dharrndun)

This means 'trust' in Woi-wurrung language

Strategic Direction

To strengthen the trusted relationship between Council and the community, based on open communication and engagement founded on integrity, accountability and transparency.


To be courageous in making difficult decisions that are informed by evidence for our collective future.

Strategic Objectives, Outcomes and Indicators

Strategic Objectives	We know we've succeeded when:	How we'll track progress:
21. A city where people of all abilities, ages and backgrounds can engage, participate and influence	<ul style="list-style-type: none">Community members have their say and influence change	<ul style="list-style-type: none">Proportion of Council engagement participants from under-represented communitiesCommunity satisfaction with Council's consultation and engagement
22. A city with confidence in local decision-making	<ul style="list-style-type: none">Community members trust Council to make honest, informed, fair and transparent decisions	<ul style="list-style-type: none">Community satisfaction with Council's decision-making and performance
23. A city that is environmentally, socially and financially	<ul style="list-style-type: none">Council is resilient, responsibly managed and prepared for	<ul style="list-style-type: none">Proportion of financial performance measures and

responsible and prepared	future challenges, to best support our community	sustainable capacity indicators within the expected range
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Strategies to achieve Trusted (Dharndun)

Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29
<p>21.1 Undertake engagement processes to provide opportunities for participatory decision-making for under-represented groups, including Council's Community Advisory Panels.</p> <p>Lead service: Community information, education, advocacy and engagement Council's role: Provider; advocate</p>			●		
<p>21.2 Develop a plan to improve communication with all residents and stakeholders.</p> <p>Lead service: Community information, education, advocacy and engagement Council's role: Provider</p>		●			
<p>22.1 Increase community understanding of Council processes, roles and responsibilities and share our progress delivering priorities, outcomes and services.</p> <p>Lead service: Civic services Council's role: Provider</p>			●	●	●
<p>22.2 Explore opportunities to facilitate increased engagement between elected Council representatives and the community.</p> <p>Lead service: Community information, education, advocacy and engagement Council's role: Connector</p>			●		

Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29
<p>23.1 Develop and implement a new Moonee Valley Advocacy Strategy to guide Council's efforts to attract policy change and resources, aligned with Council's capital works program and the Council Plan and Health Plan.</p> <p>Lead service: Community information, education, advocacy and engagement Council's role: Provider</p>		●			
<p>23.2 Continue to refine the way capital works projects are assessed and prioritised.</p> <p>Lead service: Our finances Council's role: Provider</p>		●		●	
<p>23.3 Refresh and implement Council's Financial Management Policy.</p> <p>Lead service: Our finances Council's role: Provider</p>		●			●

Key initiatives

- Conduct a review to identify opportunities to improve communication coming from core Council services (including planning, local laws and customer enquiries) (2025/26)
- Progress the development of a Transparency Hub for Council's website (2026/27)
- Develop a new Advocacy Strategy (2025/26)
- Refresh Council's Financial Management Policy (2025/26).

For a full list of initiatives for each year, please refer to the relevant Annual Plan.

Services that deliver Trusted (Dharrndun)

Service name	Service description
Civic services	We help ensure our organisation is transparent, inclusive, fair, meets legal requirements and our community's vision and needs. We host civic events and ceremonies to proudly recognise and celebrate community members.

Service name	Service description
Community information, education, advocacy and engagement	We provide relevant, up-to-date and accessible information about our services and activities. We share information about topics of community interest and our organisation's performance. We encourage our community to share their views to help guide our work and work with them to identify and define their greatest needs. We raise these with other councils and state and federal governments to get the best outcomes.
Our finances	We deliver annual financial and monthly management reporting on performance against our budgets, and meet legislative requirements for transparency and accountability. We manage accounts receivable, accounts payable, and rate revenue.
Our people	We support our staff to do their jobs to their best ability. We ensure we have the right people in the right jobs to support and give value to our community. This includes providing employment-related advice and management of the employee lifecycle including recruiting, hiring, onboarding, training, and offboarding.

Related strategic documents

- Governance Rules and incorporated Election Period Policy
- Public Transparency Policy
- Council Expenses Policy
- Fraud and Corruption Control Plan
- Advocacy Strategy 2022-25
- Communications Strategy 2023-25
- Financial Plan 2021-2031
- Revenue and Rating Plan 2022-2026
- Workforce Plan 2021-2025
- Workplace Safety Plan - Family and Domestic Violence
- People Plan
- Gender Equality Action Plan
- People Strategy 2021-2026.

How we report on our progress

Reporting

This plan is evaluated and reported on in accordance with the Victorian Public Health and Wellbeing Act 2008, Disability Act 2006, and Victorian Local Government Act 2020.

The Local Government Act 2020 sets out requirements for how councils must report on their progress implementing their Council Plan.

Moonee Valley reports on the implementation of the Council Plan in two key ways – quarterly reports on initiative implementation, and a more thorough annual report at the end of each financial year.

The annual report also contains a statement of progress regarding the initiatives in Council's Annual Budget, and the results we achieved against an extensive suite of performance indicators.

This plan is supported by the Annual Plan, annual work plans and implementation plans.

Monitoring and evaluation

Council is looking to strengthen our evaluation practices to provide more opportunities for our community, and health and wellbeing stakeholders, to be involved in the process. Our evaluation will use data to:

- identify and track progress against desired health outcomes
- monitor health and wellbeing trends
- review the effectiveness of our processes and partnerships
- align with state government directions.

Appendix A – Glossary

Term	Definition
ableism	Discrimination based on a person's disability.
accessible	<p>The extent to which people with different needs can access places and information.</p> <p>Accessible documents may be available in multiple formats including audio and easy English.</p> <p>Accessible locations may have parking, entrances and toilets suitable for wheelchairs, signage and wayfinding in braille, or have hearing loop connectivity.</p> <p>The right to accessibility is legislated in the Australian Human Rights Commission's Disability Discrimination Act 1992.</p>
accessible parking	<p>Parking bays that are larger than standard parking bays, following the dimensions outlined in the Australian Standards.</p> <p>Users for accessible parking bays must display an Accessible Parking Permit to demonstrate their eligibility to use these parking bays.</p>
active transport	Transport requiring physical activity, such as walking and cycling.
activity centres	Areas that provide a focus for services, employment, housing, transport and social interaction. They range in size and intensity of use.
affordable housing	Housing that is appropriate for the needs of a range of very low to moderate income households, and priced (whether mortgage repayments or rent) so these households can meet their other essential basic living costs.
aspiration	A hope, goal, or ambition.

associated strategic documents	In the context of this document, this refers to other Council documents that help deliver the goals of this document.
Australia's Disability Strategy 2020-2031	A 10-year national plan for inclusion, providing an overarching approach for government to meet obligations under the United Nations Convention on the Rights of Persons with Disabilities (2008).
Australian Disability Enterprise	A not-for-profit organisation that provides meaningful employment for people with significant disability who would otherwise not be able to work.
Australian Standards Access to Premises (AS1428) (2010)	Australian Standards – Access to Premises provides technical advice on the minimum standards required for buildings to be considered accessible for people with disabilities.
autism	<p>Also referred to as autism spectrum disorder. Autism is a diverse group of conditions related to development of the brain.</p> <p>The abilities and support needs of autistic people vary and can evolve over time. While some people with autism can live independently, others have severe disabilities and require life-long care and support.</p>
biodiversity	The variety of all life forms, the different plants, animals and microorganisms, the genes they contain and the ecosystems of which they form a part.
burden of disease	The impact of living with illness and injury that cause premature death.
carer	A person who is in an unpaid 'care relationship'. The person doing the caring has the responsibility of looking after an older person, a person with a disability, a person with mental illness, or a person with an ongoing medical condition.

Carers Recognition Act (2021)	Formally recognises and values the role of carers and the importance of care relationships. It also includes situations where someone is being cared for under the Children, Youth and Families Act 2005, in a foster, kinship or permanent care arrangement.
central business district (CBD)	Melbourne's original 'Hoddle Grid' street layout bounded by the Yarra River, Spring Street, La Trobe Street and Spencer Street, as well as the triangular area to the north bounded by Victoria, Peel and La Trobe Streets.
children	Newborn to 12 years.
Children, Youth and Families Act (2005)	The Children, Youth and Families Act 2005 provides for children and young people in care in Victoria to promote their wellbeing.
climate change	A long-term change of the Earth's temperature and weather patterns, generally attributed directly or indirectly to human activities such as fossil fuel combustion and vegetation clearing and burning.
Convention on the Rights of Persons with Disabilities	Ratified in Australia in 2008, the United Nations Convention sets our obligations for equity and non-discrimination, accessibility and the right to live independently and be included in the community.
data	Facts or pieces of information about a topic or group of people.
disability	<p>The experience of living with any condition that makes it more difficult for a person to do certain activities or have equitable access within a society.</p> <p>Disabilities may be cognitive, developmental, intellectual, mental, physical, sensory, or a combination of multiple factors.</p> <p>Disabilities can be present from birth or can be acquired during a person's lifetime.</p> <p>A disability may be visible or invisible in nature.</p>

Disability Act (2006)	The Disability Act 2006 (Vic) provides a whole of government and community response to the rights and needs of people with disability including a requirement to have four-year state disability plans.
Disability Action Plan	A document used by state government departments and local governments to ensure they are delivering inclusive and accessible services.
Disability Advisory Committee (DAC)	A group of people with disabilities, their family or carers, who represent their local community and provide guidance and advice an organisation (such as Council) on matters relating to accessibility and inclusion.
disability ally	A person who shows solidarity and amplifies the collective voice that “disability issues” are a priority for everyone.
discrimination	<p>Treating (or proposing to treat) a person unfavourably because of a protected attribute. This may include, but is not limited to:</p> <ul style="list-style-type: none"> • denying a benefit or opportunity available to others • providing a benefit or opportunity on unfavourable terms • harassing.
domestic violence	See: family violence.
dwelling	A building or part of a building containing living, sleeping and sanitary facilities that is for occupancy by a household.
environmental responsibility	The duty of everyone to care for the environment and everything that lives in it.
environmentally sustainable development	An approach to development that seeks to meet the needs of the present without compromising the ability of future generations to meet their own needs. It has economic, social and environmental dimensions.
equality	Opportunities and resources are provided evenly to all people.

equitable	<p>The quality of treating everyone or everything fairly, reasonably and in a way that addresses their specific circumstances.</p> <p>This may mean providing more opportunities or resources to particular groups who have historically not been offered them.</p>
equity	<p>Opportunities are provided according to the need people require.</p>
family violence	<p>Sometimes referred to as domestic violence.</p> <p>Behaviour between family members that is:</p> <ul style="list-style-type: none"> • Physically, sexually, emotionally, psychologically or economically abusive; • Threatening or coercive; • Controlling or dominating a person causing them to feel fear for the safety or wellbeing of themselves or another person or animal. <p>Or, behaviour that causes a child to hear, witness or otherwise be exposed to the effects of any behaviour referred to above.</p> <p>Family violence is an umbrella term that includes intimate partner violence.</p> <p>The Family Violence Protection Act 2008 aims to reduce the likelihood of family violence occurring, address the needs of victims and survivors, and hold perpetrators accountable.</p>
food security	<p>A state of being where people have physical access to and can afford the safe and nutritious food that they like and need to live a healthy and active life.</p> <p>There are four main dimensions of food security that must be always met in all situations:</p> <ul style="list-style-type: none"> • Physical availability of food • Economic and physical access to food • Nutritional content of food • Stability of the other three dimensions over time.
gender diverse	<p>An umbrella term for a range of genders expressed in different ways. Gender diverse people use many terms to describe themselves. Language in this area is dynamic,</p>

	particularly among young people, who are more likely to describe themselves as non-binary.
Gender Equality Action Plan (GEAP)	Council's 'road-map' towards gender equality and inclusion in the workplace.
Gender Impact Assessment	A tool used to measure the way policies, programs, services, activities and events will impact people in the community of different genders.
gender inequality	<p>When a person experiences a lack of equality or fair treatment in the sharing of resources or opportunities, because of their gender.</p> <p>The Sex Discrimination Act 1984 prohibits gender-based discrimination.</p>
gender stereotype	A simplified and often harmful idea of how a person will look or behave based on their gender.
gender/gender identity	<p>Part of how you understand who you are and how you interact with other people. Many people understand their gender as being a man or woman. Some people understand their gender as a mix of these or neither.</p> <p>A person's gender and their expression of their gender can be shown in different ways, such as through behaviour or physical appearance.</p>
gendered violence	Any form of physical or non-physical violence or abuse against a person or group of people because of biased or harmful beliefs about gender. It can include things that happen online and that use digital technology.
governance	<p>The overall system of processes, rules, laws and norms that set the boundaries of acceptable conduct and practices within a group or organisation.</p> <p>Within the context of Council, governance is largely guided by the Local Government Act 2020.</p>

green space	Areas of vegetation including parks, reserves, wetlands, creeks and rivers, private yards and gardens, and nature strips.
health	A state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.
household	The person or persons occupying a dwelling.
housing density	The number of dwellings in an urban area divided by the area of the residential land they occupy, expressed as dwellings per hectare.
identity-first language	Language that puts the disability before the person and is used to emphasise a person's pride and identity with their disability.
inclusion	People are supported to participate in all aspects of community that they choose and are viewed as valued and equal citizens in the community.
Inclusive Victoria 2022-26	The state government's Disability and Autism Plan. It has recently been extended to last until 2027.
Inclusive Victoria: State Disability Plan	Victoria's four-year Plan (2022-2026) for making things fairer for people with disability, a way for the Victorian Government to be accountable for making all parts of the community inclusive and accessible for everyone.
Indigenous	<p>In the Australian context and when capitalised, Indigenous is an umbrella term used to refer to both Aboriginal and Torres Strait Islander peoples.</p> <p>When not capitalised it is used to refer to things that are native to a place.</p>
Indigenous business	A business that is at least 50 per cent Aboriginal and/or Torres Strait Islander-owned.
infrastructure	Basic facilities and networks needed for the functioning of a local community or broader society.

integrated	The combining of separate things or ideas into a consistent and unified whole.
intersectionality	<p>Refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation.</p> <p>Aspects of a person's identity can include social characteristics such as:</p> <ul style="list-style-type: none"> • Aboriginality • gender • sex • sexual orientation • gender identity • ethnicity • colour • nationality • refugee or asylum seeker background • migration or visa status • language • religion • ability • age • mental health • socioeconomic status • housing status • geographic location • medical record • criminal record
legislated	Described or required in the law.
legislation	Laws or a set of laws.
LGBTIQA+	<p>An acronym that stands for lesbian, gay, bisexual, transgender, intersex, queer and asexual. The plus sign indicates inclusion of other gender identities and sexual orientations. Some sets of data may focus on the experiences of specific parts of the LGBTIQA+ population. Where this is the case, some of the letters may appear, but not all. For example, when LGBQ+ is used it means lesbian, gay, bisexual, queer and other gender identities and sexual orientations but not, in that instance, transgender, intersex or asexual.</p>

liveability	A measure of a city's residents' quality of life, used to benchmark cities around the world. It includes socioeconomic, environmental, transport and recreational measures.
living experts/living experience/lived experience	People who have their own first-hand experience of disability, either for themselves or someone they care for (or have cared for).
long/medium/short term	These are timeframes. In the context of Council documents, short term refers to periods of a year, medium term refers to periods of four years, and long term refers to periods greater than ten years.
major activity centres	Suburban centres that provide access to a wide range of goods and services. They have different attributes and provide different functions, with some serving larger subregional catchments.
marginalised	To treat a person, culture, or group as unimportant.
median	The middle value in a list of values sorted by size.
mental health	A state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.
Metropolitan Melbourne	The 31 municipalities that make up metropolitan Melbourne, plus part of Mitchell Shire within the urban growth boundary.
modifiable risk factors	Changeable attributes, characteristics or exposures that increase the likelihood of a person developing a disease or health disorder.
MVCC	Moonee Valley City Council.
National Disability Insurance Scheme/NDIS	Jointly funded by the Commonwealth, State and Territory governments, the NDIS provides access to disability supports for eligible people with disability.

natural capital	The combined total of the world's natural resources. This includes geology, soil, air, water and all living things.
neurodivergent	<p>An umbrella term for brains different to the majority. This includes, but is not limited to, diagnoses such as:</p> <ul style="list-style-type: none"> • Autism • Attention Deficit Hyperactivity Deficit (ADHD) • Attention Deficit Disorder (ADD) • Dyslexia • Dyscalculia • Dyspraxia. <p>Neurotypical is the term used to describe a person without these differences.</p>
neurodiversity	The idea that there are many ways that brains can function and operate. This viewpoint understands that brain differences are normal variations, rather than deficits.
older adults	Adults aged 65 and over.
open space	Includes land reserved for natural landscape, parklands, recreation and active sports, as well as waterways.
outcomes framework	A tool used to work out if actions are making a difference in people's lives.
person-first language	Person-first language puts the person before the disability and is used to emphasise a person's right to an identity beyond their disability.
policy	A set of ideas or a plan of action adopted or proposed by an organisation or person.
pop-up	A short-term activation or event that appears in a specific location for a limited time.
productivity	The economic value produced for an hour of work or a dollar of investment. Increasing productivity is a key source of economic growth and competitiveness.

public housing	Long-term rental housing that is owned by the government. Its purpose is to accommodate very low to moderate income households that are most in need.
renewable energy	Energy that comes from resources which are naturally replenished on a human timescale such as sunlight, wind, rain, tides, waves, and geothermal heat.
resilience	The capacity of individuals, communities, institutions, businesses, systems and infrastructure to survive, adapt and grow, no matter what chronic stresses or shocks they encounter.
sectors	A specific area of economic activity.
sex	A person's biological sex characteristics. We have previously understood the term 'sex' as either female or male.
sexual orientation	A person's romantic or sexual attraction to others. A person's gender does not mean they have certain sex characteristics or a particular sexuality, or vice versa.
target	A target is a specific result which is set as a goal to achieve.
The Clocktower	A popular performing arts venue and an important community hub in the heart of Moonee Valley, Melbourne.
Traditional Owner	<p>Previously known as Traditional Custodian.</p> <p>The peoples who, through membership of an Indigenous group or clan, belong to a specific place and are responsible for caring for that Country.</p> <p>Traditional Owners are recognised by the state government in three ways:</p> <ul style="list-style-type: none"> • by way of the Victorian Aboriginal Heritage Council appointing a Traditional Owner corporation as a Registered Aboriginal Party under the Aboriginal Heritage Act 2006 • by way of a recognition and settlement agreement under the Traditional Owner Settlement Act 2010

	<ul style="list-style-type: none"> by way of a consent determination by the Federal Court under the Native Title Act 1993 and accompanying Indigenous Land Use Agreements.
tree canopy	<p>The parts of the tree above the ground, commonly taken to mean the parts of the tree that provide cover or shade.</p> <p>More tree canopy cover of an area leads to greater cooling of that area.</p>
United Nations Convention of Rights for People with Disability (2008)	The purpose of the United Nations Convention on the Rights of Persons with Disabilities (CRPD) is to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity.
universal	Done by all people.
universal access/universal design	Set of principles used to make spaces, policies and programs that are inclusive, accessible and can be used independently by all people.
urban forest	Trees and other vegetation in a city as well as the soil and water that supports it.
urban heat	Built-up areas in our city are typically significantly warmer than surrounding areas due to buildings, roads, and other infrastructure retaining heat and reduced moisture from a lack of vegetation.
urban heat island	The way that urban areas are warmer than the surrounding non-urban areas, creating an island of heat.
urban renewal	The process of planning and redeveloping underutilised medium and large-scale urban areas, precincts or sites for mixed land-use purposes.
vision	<p>In the context of this document this refers to the Community Vision that Council is required to have under the Local Government Act 2020.</p> <p>The Local Government Act says the following:</p> <p>88 Community Vision</p>

	<p>(1) A Council must maintain a Community Vision that is developed with its municipal community in accordance with its deliberative engagement practices.</p> <p>(2) The scope of the Community Vision is a period of at least the next 10 financial years.</p> <p>(3) A Community Vision must describe the municipal community's aspirations for the future of the municipality.</p> <p>(4) A Council must develop or review the Community Vision in accordance with its deliberative engagement practices and adopt the Community Vision by 31 October in the year following a general election.</p> <p>(5) The Community Vision adopted under subsection (4) has effect from 1 July in the year following a general election.</p>
water sensitive	Integrating the urban water cycle into urban design to minimise environmental damage and improve recreational and aesthetic outcomes.
wellbeing	The combination of physical, mental and social health. Wellbeing can be described as how you feel about yourself and your life.
Wurundjeri Woi-wurrung	<p>Members of the Kulin Nation, Wurundjeri Woi-wurrung are the Traditional Owners of the land stretching from the Yarra River in the south, to the Macedon Ranges in the north, and from the Werribee River in the west to the Yarra Ranges in the east.</p> <p>Wurundjeri Woi-wurrung are the Traditional Owners of the lands which Moonee Valley occupies.</p>
young carer	Person aged 6-25 years old who provides support to a family member or significant person in their life.
young people	People aged between 12 and 25 years old.

Appendix B – Engagement

What our community told us

A key part of the development of the Council Plan, incorporating the Health Plan and Disability Action Plan, was extensive background research along with engagement with community, Councillors, Council staff and other stakeholders, including health and wellbeing sector partners.

As part of the MV2040 Strategy review and the development of the Council Plan (incorporating the Health Plan and Disability Action Plan 2025–2029), Asset Plan and Financial Plan, Council undertook a comprehensive community engagement process. Over an 18-month period, Council conducted five distinct stages of engagement to ensure broad and inclusive community input. The overall purpose of the community engagement program was to prompt the community and key stakeholders to think about the future. Council encouraged the community to provide thoughts and aspirations about what Moonee Valley might be like in the future, and explained what would be required to deliver on that future. Additional engagement was sought from community regarding the Disability Action Plan, prior to the decision to integrate into the Council and Health Plan.

Engagement questions

Council asked the community different questions during each stage of the engagement process:

- Think about what you like about Moonee Valley. What is most important to you now?
- Imagine your community in 2040. What is your vision?
- Much about our lifestyles has changed since MV2040 was developed six years ago. What, if anything, needs to change in the community vision to reflect the community's aspirations and needs for the future?
- How would you improve the proposed Community Vision Statement?
- To achieve this vision, what is most important to you?
- What health and wellbeing priorities are most important for you?
- We want to understand what a thriving community looks like in Moonee Valley. To achieve the MV2040 vision, what should be the top 15 priority outcomes?

Engagement responses

The top community priorities identified through the engagement were:

- environmental responsibility and climate action
- accessible transport
- inclusive communities
- appropriate services and amenity
- health and safety
- diverse housing
- accountable governance
- local economy support
- green and open spaces
- appropriate growth and infrastructure.

Facts about the engagement process

- Council received 2,377 individual pieces of feedback.
- Council's engagement website page received 5,212 views from 3,197 unique visitors.
- Council had one engagement launch event with broad community attendance.
- Council held 39 pop-ups across shopping strips, libraries, open spaces, leisure centres and festivals in every suburb in Moonee Valley.
- Council consulted with Wurundjeri Woi-wurrung Elders and Policy and Partnerships sub-committee members.
- Council heard from every age group, and from several Council Committees and Advisory Groups, including the:
 - Disability Advisory Committee
 - Active Ageing Reference Group
 - Multilingual Reference Group
 - Young People's Committee.

Appendix C - Health and wellbeing focus areas

In March 2025 Council convened its annual municipal public health planning forum. The purpose of the forum was to:

- consider key achievements against the Moonee Valley Community Vision, Council and Health Plan 2021-25, and to identify what remains an area of focus;
- confirm the priority areas of need and clarify the planning focus for 2025-29; and,
- to consider ideas for actions that can be taken in 2025-29 to address the identified areas of need.

Fifteen agency representatives and fourteen Council staff attended, including:

- Participating agencies - Moonee Valley City Council, North Western Primary Health Network, MOVE Moonee Valley, Moonee Valley Legal Service, GenWest, Wingate Avenue Community Centre, Cohealth, Victoria Police, Western Public Health Unit.
- Participating Council departments - Families and Children Services, Community and Corporate Planning, Sport and Recreation, Arts, Culture and Place, Young Inclusive and Ageing Communities, Sustainability.

Regarding the priority areas of need in Moonee Valley and focus for 2025-29, the most prevalent health and wellbeing issues and intersecting determinants were presented in the form of a matrix. The matrix identified how the issues related to the priorities of various stakeholders in Moonee Valley.

Council is required to prioritise disability, reconciliation and family violence in line with the priorities outlined by the Victorian State Government in their Public Health and Wellbeing Plan 2023-27 and so there was no need to consider whether to include these as part of the prioritisation process.

Forum participants were asked to consider the issues in line with community needs, as understood through their respective work with the Moonee Valley community, and to nominate the priority areas of focus through a Menti-based prioritisation process. This informed the refined areas of focus for municipal public health and wellbeing planning across the sector for 2025-29.

The matrix and prioritisation results are provided in the following images. Improving mental health, health impacts of climate change, healthy eating / food systems, and active living were selected as the four priority areas of focus for the community health sector in Moonee Valley.

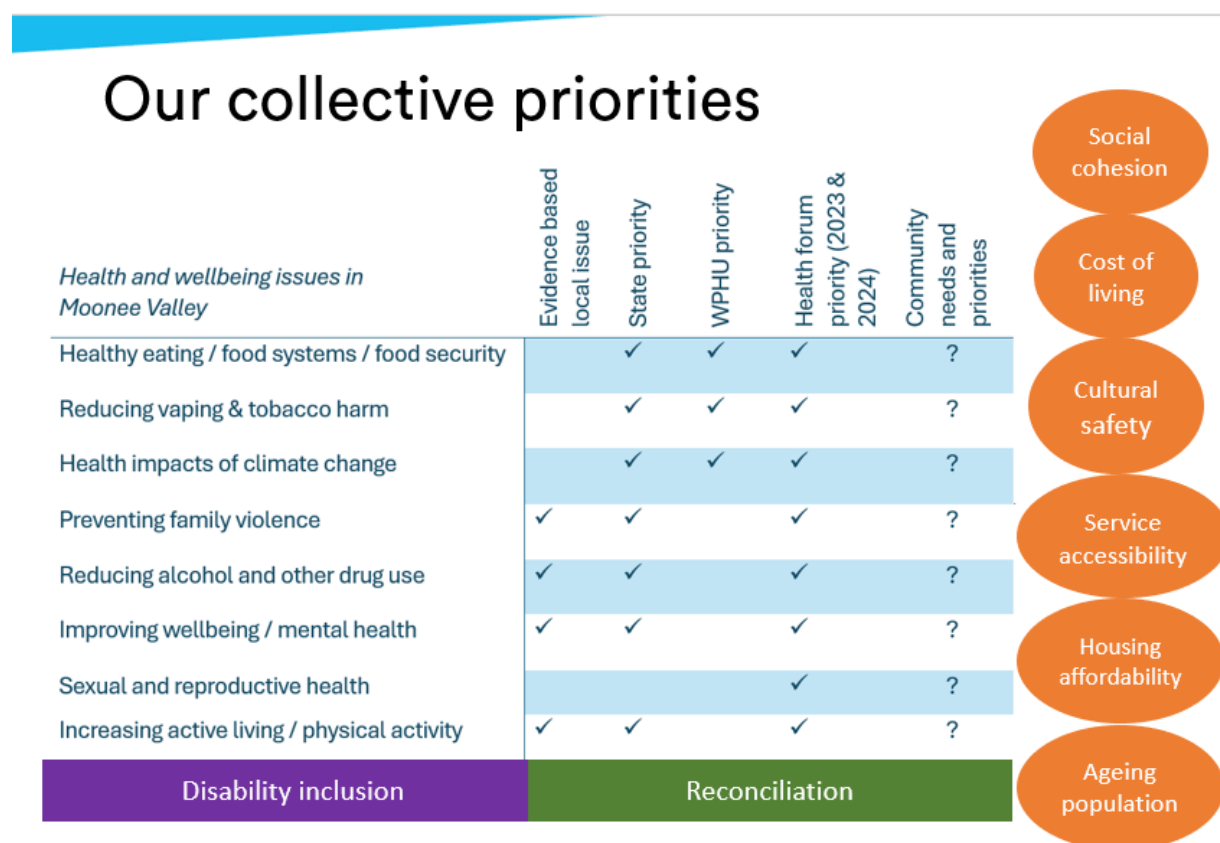


Figure 7. An image showing the prevalence of eight health and wellbeing issues by planning and service provider authority.

Informing our local health priorities

Menti results:

How do you rank the health and wellbeing priorities for Moonee Valley?

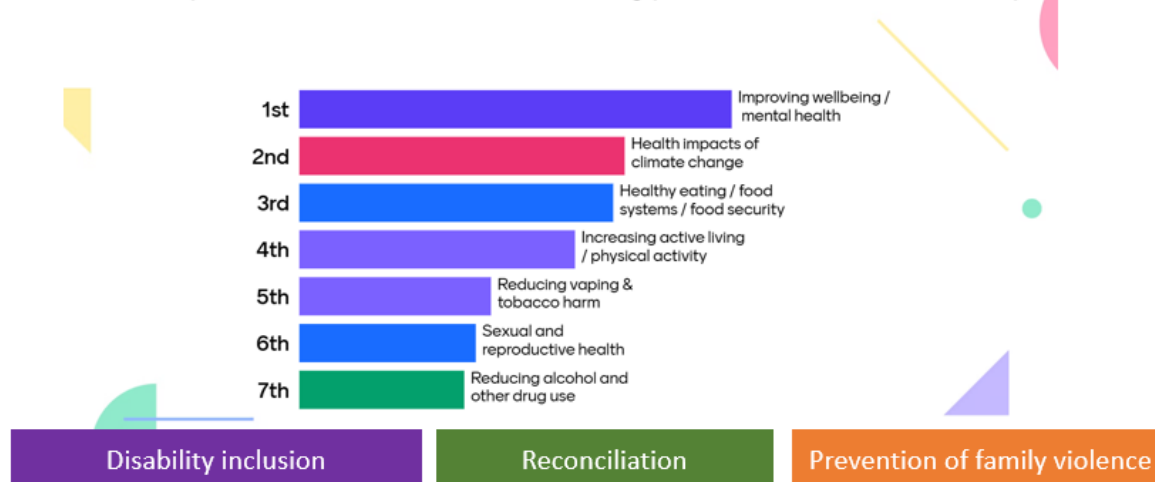


Figure 8. An image showing the results of a Menti-based prioritisation exercise undertaken by participants (community agencies and Council staff) at the 2025 Moonee Valley Health Planning Forum.

Community engagement findings also informed the final list. When asked to rank the Victorian Government health and wellbeing priorities, the top priorities ranked by participants in order were 'Preventing all forms of violence' and 'Improving mental health and wellbeing' (n=78 each), closely followed by 'Increasing active living' (n=73), then 'Tackling climate change and its impact on health' (n=60).

Appendix D – Statement of Commitment to the Prevention of Family Violence

Moonee Valley City Council's Statement of Commitment to the Prevention of Family Violence reads:

Moonee Valley City Council affirms that everyone deserves to live lives that are free from family violence.

Unfortunately, family violence continues to be perpetrated in Moonee Valley. Family violence is a violation of human rights that causes immense and ongoing harm to victim-survivors and the broader community. Council condemns this violence and is committed to developing and contributing to effective prevention efforts.

Council understands that in order to prevent family violence, we must understand it. Whilst anyone can be a victim or perpetrator of family violence, family violence is predominantly committed by men against women, children and other vulnerable persons.

Preventing family violence depends on changing the conditions that enable the prevalence and severity of men's violence to occur in the first place. Council therefore joins with regional, state and federal strategies to act on the underlying drivers of family violence, which relate to gender inequality and other forms of discrimination.

Everyone has a role to play in preventing family violence and local government plays a specific and critical role. We commit to developing a whole-of-Council approach to prevention where all staff know the role they can play to prevent family violence through the work they do.

We commit to working with the community and specialist services to strengthen family violence prevention work across Moonee Valley and we will appropriately tailor and resource Council's prevention efforts to address the reality of family violence in Moonee Valley.

Appendix E – Current strategic documents and definitions

The following is a list of all of Council's current strategies and plans.

Strategies

- MV2040 Strategy
- Advocacy Strategy 2021-25
- Business Continuity Management Lifecycle and Strategy
- Igniting Creativity in Moonee Valley 2023-2027
- Information Technology and Digital Strategy 2024-2027
- Open Space Strategy
- People Strategy 2021-2026
- Public Toilet Strategy.

Plans

- Asset Plan 2021-31
- Business Continuity Plan
- Council Plan and Health Plan 2021-25
- Disability Action Plan 2024-25
- Domestic Animal Management Plan 2021-25
- Electric Line Clearance Management Plan
- Financial Plan 2021- 2031
- Fraud and Corruption Control Plan
- Gender Equality Action Plan 2021-25
- Information Technology Disaster Recovery Plan
- MV2040 Action Plan - Community Facilities
- MV2040 Action Plan - Fair
- MV2040 Action Plan - Green
- Revenue and Rating Plan 2025-2029
- Tree Management Plan 2018-2022
- Workforce Plan 2021-2025
- Workplace Safety Plan - Family and Domestic Violence.

The following implementation plans are either current or under development.

Implementation Plans

- Alcohol Related Harm Prevention and Minimisation Action Plan (2023)
- Fair Access Roadmap Implementation Plan 2024 to 2028 (2024)
- Moonee Valley Open Space Implementation Plan (2024)
- Mental Health Enabling Plan (2025)
- Service Plans
- Leadership Development Program Implementation Plan (2025)
- LGBTIQ+ Implementation Plan (2025)
- Disability Inclusion Implementation Plan (2025)
- Prevention of Gender-based and Family Violence Implementation Plan (2025)
- Economic Development Action Plan (2025).

Strategic document definitions

The following table defines some key terms to help explain what each of Council's strategic documents is designed to achieve.

KEY INTEGRATED STRATEGIC PLANNING TERMS	
What it's called	What it does
Strategy	A Strategy is a public-facing document, usually designed in consultation with the community. It provides a high-level, long-term perspective, establishing a vision or direction in response to current or future opportunities or challenges. It is likely to set key directions, objectives and outcomes.
Plan	A Plan is a public-facing document and will often be designed in consultation with the community. It provides a step-by-step outline of how directions, objectives and outcomes will be achieved, usually through actions or initiatives.
Implementation Plan	An Implementation Plan is an internal document, which supports staff to put a plan or strategy into operation.
Framework	A Framework gives information on how a strategy, plan or policy is implemented in the operation of the organisation. It will often outline a set of rules, ideas or principles, providing a logical structure for classifying and organising ideas or information. It does not provide a step-by-step description of an activity.

Policy	A Policy is a high level document that may either be public-facing (a Council Policy) or directed at staff (an Operational Policy). It describes intentions and directions, helping to guide planning and decision-making.
Procedure	A Procedure describes how a task should be done. It provides an overview of where tasks and responsibilities sit within the overall approach.

DRAFT

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Moonee Valley Language Line

Language	Language (English)	Phone
العربية	Arabic	9932 1471
廣東話	Cantonese	9932 1472
Hrvatski	Croatian	9932 1473
Ελληνικά	Greek	9932 1474
Italiano	Italian	9932 1475
Somali	Somali	9932 1476
Español	Spanish	9932 1477
Türkçe	Turkish	9932 1478
Tiếng Việt	Vietnamese	9932 1479

All other languages: 9932 1480

National Relay Service 13 36 77 or relayservice.com.au
Please contact us if you need this information in different format.