

7.3.1 DRAFT INTEGRATED COUNCIL PLANS

Responsible Manager:	Kate Heissenbuttel, Manager Corporate Performance
Responsible Director:	Simone Wickes, Director Corporate Services

RECOMMENDATION

That Council endorses the draft Community Vision, Council Plan, Health and Wellbeing Plan, Asset Plan and the Rating and Revenue Plan to be made publicly available for community feedback between 26 March and 4 May 2025.

INTRODUCTION

The purpose of this report is to seek council endorsement for the draft integrated council plans (Community Vision, Council Plan, Health and Wellbeing Plan, Asset Plan and the Rating and Revenue Plan) ahead of community consultation on the drafts.

BACKGROUND

The integrated council plans have been developed in accordance with the requirements of the Local Government Act 2020 which requires councils to ensure strategic planning is more integrated, transparent and focused on delivering outcomes for the community (s89).

The 'Act' requires councils to develop strategic documents that are informed by deliberative community engagement (s55 (2) (g)).

It is noted that the Monash Health and Wellbeing Plan is required to have regard to the Public Health and Wellbeing Act 2008, Local Government Act 2020, Gender Equality Act 2020, Victorian Public Health and Wellbeing Plan 2019 – 2023 and Climate Change Act 2017. The draft Monash Health and Wellbeing Plan 2025 - 2029 also incorporates Council's Disability Action Plan in adherence with the Victorian Disability Act 2006.

DISCUSSION

Five draft Plans are presented for Council endorsement, summaries of the purpose of each Plan discussed below.

Community Vision

The Community Vision reflects our community's values, aspirations and priorities for a minimum of 10 years. It guides Council in shaping its decision-making to respond to the community's long-term aspirational needs.

The draft Monash 2040 Community Vision (attachment 1) has been developed in accordance with Local Government Act 2020 (s88).

Council Plan

The Council Plan sets the strategic objectives, strategies and indicators that will guide Council toward supporting the Community Vision. The Council Plan articulates Council's commitments

during the elected Councillors' four-year term, including the strategic direction during this timeframe.

The draft Monash Council Plan 2025-29 (attachment 2) has been developed in accordance with Local Government Act 2020 (s90).

Health and Wellbeing Plan

The Health and Wellbeing Plan is a four-year plan dedicated to maximising the health and wellbeing of all people who live, work and play in our city.

The new draft 'Monash Health and Wellbeing Plan 2025 (attachment 3) identifies the health and wellbeing priorities of the Monash community, incorporates high-level, innovative and strategic actions and establishes Council's strategic direction to enable major positive health and wellbeing outcomes across the Monash community over the next four years.

Over the next four years, Council will strive towards seeking significant improvement and achievement across the five priority areas and eleven strategic objectives outlined in the draft plan, to improve the health, wellbeing and resilience of the Monash community. Improvements will be measured against State and Monash-specific health and wellbeing indicators.

Rating and Revenue Plan

The Revenue and Rating Plan (attachment 4) identifies the most appropriate revenue and rating approach for the Council to ensure financial sustainability and strategic alignment with the Council's objectives.

Asset Plan

The Asset Plan sets the framework for Council's longer-term asset planning. It describes how Council oversees its infrastructure and other assets. With a scope of 10 years, the Asset Plan documents information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset.

The draft Monash Asset Plan 2025-34 (attachment 5) has been developed in accordance with Local Government Act 2020 (s90).

FINANCIAL IMPLICATIONS

The financial plan will set out Monash City Council's long term financial position including the 10 year expected income and expenditure, financial indicators and the assumptions underpinning these Plans. The draft Financial Plan will be presented to Council at a later date for its consideration.

POLICY IMPLICATIONS

The Plans, once adopted, will set Council's strategic direction for the next four years, will inform the prioritisation of new initiatives and capital works in each Annual Budget as well as the development of Council's other plans and strategies.

The Plans have been developed to comply with the relevant legislation.

CONSULTATION

Community engagement was approached as a multi-layered activity to ensure broad, as well as in-depth, community input.

Monash Council commenced *Stage 1* of community engagement in May 2024. The engagement feedback was to be used to help Council develop the integrated council plans.

In alignment with the Gender Equality Act 2020, a Gender Impact Assessment was applied all throughout the Plans' consultation and development process.

Stage 1 engagement

Stage 1 community engagement occurred May-July 2024. A copy of the reports is published online: [Stage 1 Community Engagement Report](#). A summary of the approach is below.

Online	<p>Council undertook a municipal-wide survey via the Shape Monash portal that was open for a period of 8 weeks between 15 May 2024 and 14 July 2024 and received 160 completed surveys. The survey links was distributed through multiple channels including, libraries, recreation centres, community groups, advisory groups, community centres, social media, council bulletins etc.</p> <p>In addition, Council facilitated further engagement opportunities for the Health and Wellbeing plan key stakeholders in the form of an online survey for key professional bodies, partner agencies and organisations working in the Health and Wellbeing Space in Monash.</p>
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<i>In person</i>	<p>Four listening posts were held in June and July 2024 for residents to share their vision for Monash and council’s Integrated plans. The listening posts were held at:</p> <ul style="list-style-type: none"> • Sunday 16 June 2024 at the Mulgrave Farmers Market • Monday 17 June 2024 at the Oakleigh Library - Greek Storytime • Saturday 22 June 2024 at the Monash Aquatic and Recreation Centre (MARC) - Learn to Swim • Wednesday 10 July 2024 at the Museum of Australian Photography (MAPh) as part of Storytime - NAIDOC Week
<i>Advisory Committees</i>	<p>Council staff attended the following advisory committees across June and July 2024 to hear from members via more in-depth conversations about their priorities and concerns for their City.</p> <ul style="list-style-type: none"> • Gender Equity Advisory Committee – 3 June 2024 • Positive Ageing Reference Group – 6 June 2024 • Multicultural Advisory Committee – 13 June 2024 • Disability and Access Advisory Committee – 20 June 2024 • LGBTIQ+ Advisory Group – 24 June 2024 • Monash Environmental Advisory Group- 1 July 2024 • Monash Youth Committee – 10 July 2024 • Junior Advisory Group - 18 July 2024 <p>The Committees confirmed the key themes resonated by the broader community, what they loved about the City and their aspirations for the future.</p> <p>Following the advisory committee meetings, Council conducted a further joint advisory committee meeting for the Health & Wellbeing Plan to bring all the key priority cohorts in the room together to close any knowledge gaps.</p>

Stage 2 engagement – community panel

Stage 2 of consultation involved recruiting a panel of community members to enable a deliberative engagement process. Nineteen people, representing the diverse Monash community, met four times through August and September 2024. The Panel considered the emerging themes as well as the key issues and opportunities facing Monash as it went through a deliberative engagement process facilitated independently from council.

The information received from Stage 1 of community consultation was used to inform and inspire more conversations and direction from Council’s community panel. The panel presented their 13 recommendations to Council on 4 February 2025. These recommendations have been considered in the drafting of the plans.

More information about the deliberative process and details of the four sessions is outlined in the independent facilitators report: [Shape Your Monash Community Panel Process summary report](#) and the panel’s recommendations report presented to Council can be found here: [Panel Recommendations Report](#).

Stage 3 engagement

A further round of engagement will occur, sharing the draft Plans back with the community and seeking validation we heard and responded appropriately. This will occur from 26 March to 4 May and include:

- Shape Monash website page
- Online survey
- Community drop in sessions (on site and online options)
- Updates to Advisory Groups part of Stage 1 engagement
- Update to the deliberative engagement panel (Stage 2)
- Plus a wide variety of promotional activities to encourage feedback including ebulletins, social media posts, posters in council buildings.

SOCIAL IMPLICATIONS

The draft Plans consider the social needs of Monash now and in the future. The social implications that resonated with our community are reflected in the six themes of the Community Vision and the four strategic objectives of the Council Plan. These are reflected in the other Plans accordingly.

The community engagement findings revealed a strong interest in addressing the housing crisis, balancing green space with development, addressing community safety, and involving the community in improving environmental sustainability for future generations.

Additionally, community members expressed interest in being involved in Council decision-making and understanding of the competing demands on council funding helps them better deliberate on priorities.

The community engagement processes elicited responses from many community members stating an interest in increased participatory decision making. Improving the community's understanding of the competing demands on council funding assists with their deliberation around priorities.

HUMAN RIGHTS CONSIDERATIONS

The Integrated Plans, and the community engagement process undertaken, contributes to the Monash community "taking part in public life", one of the 20 rights considered in the Charter of Human Rights and Responsibilities Act 2006.

The development process and the resultant plans provide the broader community the opportunity to shape the municipality they live in and participate in its governance.

GENDER IMPACT ASSESSMENT

A Gender Impact Assessment (GIA) was undertaken to inform the planning of the Integrated Planning project. The GIA informed the planning of the consultation process, particularly the need to use multiple approaches to ensure a wide range of contributions as well as testing that the emerging themes reflected the broader needs of the community. The drafting of the plans included input from relevant staff to ensure language and imagery reflects and promotes gender equity and inclusive for people from all genders and backgrounds.

A strong theme through the consultation was to ensure Council services and the City were inclusive of the broader community especially Council's priority cohorts.

Lastly, the GIA also found that a key requirement of Monash's future integrated planning and reporting was the need to identify, monitor and report on how Council's capital works, initiatives and services were contributing to achieving our strategic objectives including addressing gender and disability equity.

A Gender Impact Assessment (GIA) has commenced over a number of components of the Integrated Plans, including the Health and Wellbeing Plan and Council Plan. A focus of the initial stages has been ensuring the consultation captured a range of diverse voices, and that the current drafts have been informed by those voices.

In particular the GIA found that:

- While there are barriers to engagement with the plans for people of all genders and backgrounds, these can often be experienced at disproportionately higher rates by women and girls (for example, through greater time spent on caring responsibilities, lower English proficiency, reduced access to transport etc)
- Consultation on the plans required (and will require) a range of approaches to ensure barriers to engagement continue to be reduced
- In regard to the Health and Wellbeing Plan, there were differences in how women, men and gender diverse people ranked their priorities. For example, women and gender diverse people ranked 'promoting a safe and inclusive community' higher than men, who ranked 'mental health and social connection' as their top priority, and
- Accessibility, affordability, and discrimination were also key themes but identified by different cohorts in slightly different ways.

As a result of the GIA, changes to the engagement process so far have included:

- Translating the plans into the top 3 community languages and having interpreter services available. This will be done following the adoption of the final plans
- Holding consultation sessions during various days, times and venues and via different platforms e.g. some in person, some online, attending existing groups and meetings etc
- Seeking feedback from advisory committees made up of community members with diverse lived experiences
- Collecting a range of demographic data during initial consultation and disaggregating it by gender and other characteristics, so we could better understand differences in priorities of our community, and
- Promoting consultation across different platforms and networks.

As a result of the GIA, the following has been incorporated into the draft **Council Plan**:

- A statement about the purpose of GIAs;
- An expanded priority under strategic objective 1, that includes programs and initiatives that '*strengthen gender equity, support the prevention of family violence **and all forms of violence against women and children** and address all forms of discrimination.*', and
- We have ensured the images used in the Council Plan are diverse. We requested that a team sports photograph was replaced with one that features women and girls.

As a result of the GIA, the following has been incorporated into the draft **Health Plan**:

- The community's diverse views on accessibility and affordability as barriers to accessing services, activities and programs
- The community's diverse views on perception of safety and discrimination
- A commitment and actions focusing on the priority cohorts who were identified and consulted with, and
- Gendered differences in priorities have been captured, with specific actions meeting the views of the diverse community.

As a result of the GIA, the following has been incorporated into the draft **Asset Plan**

- Our community engagement findings showed that women have a strong preference to use existing facilities and prioritise the use of environmentally friendly sustainable methods in infrastructure projects. We have incorporated this feedback into our asset management investment strategies.
- We will request that women and girls are reflected in any photographs which may be used displaying council assets.
- Language was adapted under Pathways to be more inclusive.

We will continue to collect data through this current round of consultation and make further changes as appropriate to ensure we are promoting gender equality. A final summary of the GIA and changes made as a result will be provided in the next report.

CONCLUSION

Council is asked to review and endorse the draft Community Vision, Council Plan, Health and Wellbeing Plan, Asset Plan, and the Rating and Revenue Plan for the purpose of seeking community feedback between 26 March and 4 May 2025. It is expected the final plans, incorporating feedback, will be presented to Council in June 2025 for adoption.

ATTACHMENT LIST

1. Draft Community Vision [7.3.1.1 - 20 pages]
2. Draft Council Plan [7.3.1.2 - 32 pages]
3. Draft Health Wellbeing Plan [7.3.1.3 - 32 pages]
4. Draft Revenue and Rating Plan [7.3.1.4 - 37 pages]
5. Draft Asset Plan [7.3.1.5 - 27 pages]



IMAGINE MONASH IN 2040:

our
community
vision





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ACKNOWLEDGEMENT OF COUNTRY

Monash Council acknowledges the Traditional Owners of this land, the Wurundjeri Woi Wurrung and Bunurong People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander peoples.

CONTEXT

The Community Vision is drafted to reflect aspirations shared by all parts of the Monash community through the engagement processes facilitated by Council.

Where possible, the words are directly from the community participants, and where not, the content reflects their passion and input.

A *Community Vision* is a legislative document that all Victorian councils must develop in accordance with the Local Government Act 2020. It must have at least a ten year outlook.

The vision is developed through a process of community engagement. Essentially, it is the community's vision, however, it must also be used by Council in shaping its decision-making to respond to the community's long-term aspirational needs. Council's role in helping the community reach its vision over the next four years is articulated in the Council Plan 2025-2029.

The Monash Community Vision includes a vision statement, six themes, and related principles.

Community engagement overview

In 2024, the broader community and members of Council's Advisory Committees reviewed and assessed whether the existing Monash's 2040 Community Vision still reflected the aspirations and needs of its community.

There was strong support for retaining the vision statement that 'Monash is the most liveable city in Victoria'. However, more than half of the respondents wanted some changes to the details under each theme in the Community Vision. As a result, the themes have been revised to reflect changing community aspirations.

➤ Stage one - community engagement:



Advisory Committees:

- 8 Committees
- 58 members
- Meetings held between 3 June and 18 July 2024



Shape Monash survey:

- 160 respondents
- Survey open 14 May - 14 July 2024



Listening posts:

- 237 respondents
- Conducted between 1 June - 10 July 2024

4

INTEGRATED PLANNING

Imagine Monash in 2040: our community vision has been developed in accordance with the requirements of the Local Government Act 2020 which requires councils to ensure strategic planning is more integrated, transparent and focused on delivering outcomes for the community.

The 'Act' requires councils to develop strategic documents that are informed by deliberative community engagement and meet the requirements of the Community Vision.

The diagram below demonstrates how the plans work together to provide clear direction for our organisation, ensure services and projects are strategically aligned and delivering value for money, as well as helping to ensure we delivery on our commitments to the community.



Relationships between the integrated plans



6

OUR VISION

BY 2040, MONASH IS THE MOST LIVEABLE CITY IN VICTORIA.

➤ **Monash is a city that gives more than it takes. It:**

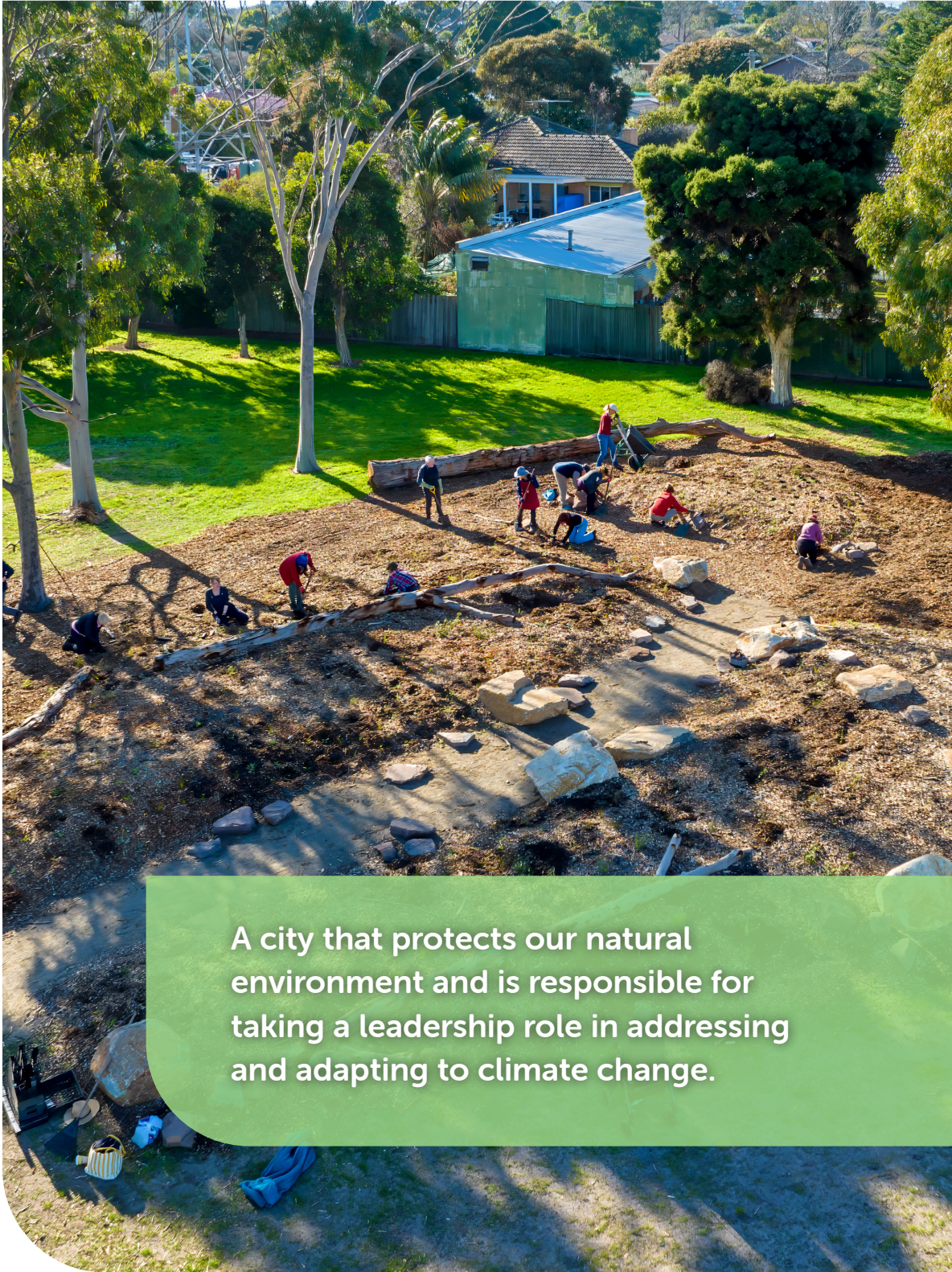
- » Shares its surplus
- » Thrives through its rich diversity
- » Empowers its citizens to live healthy, connected lives
- » Nurtures innovation and prioritises sustainability, and
- » Is a liveable place where we all belong.





1

A SUSTAINABLE FUTURE



A city that protects our natural environment and is responsible for taking a leadership role in addressing and adapting to climate change.

This includes:

- » Addressing climate change by reducing greenhouse gasses and the impact of the heat-island effects locally
- » Reducing and responsible management of our waste
- » Improving biodiversity and reducing pollution.
- » Improving building design such as houses.

Principles

- » Focus on being a thought leader in sustainability and environmental outcomes including considering technological advancement and urban planning. We support setting ambitious environmental targets and adopt best practice.
- » We support the prioritisation of environmentally responsible sustainable outcomes and projects to help respond to climate change impacts.
- » We want to address and lead in sustainable practices including addressing climate change, reducing greenhouse gases, and the heat-island effect. We value incorporating environmentally sustainable building design, improving biodiversity and reducing pollution, and reducing and recycling waste.
- » Our community connects with nature.

Our community said:

"Planning for environmentally friendly housing. More green spaces, more trees, more electric cars more solar panelling, ensuring residents maintain their properties"

"Well designed and integrated developments with strong emphasis on sustainability (less energy use, less waste generation) and biodiversity (green roofs, green walls, native planting)"

"Council should access energy from only renewable energy. Council provides initiatives and support for residential to reach be zero emissions. Council encourages residents to plants trees and encourage them take care of parks. Many Monash parks have no/limited vegetation"

"All citizens can participate in sustainability programs that the council provides that lead to better recycling, composting, and energy usage. Community farms and gardens are easy to join. These changes happen at the business level too"

"Monash community strives to create a sustainable future"

"I think it's generally heading in the right direction infusing climate policy, liveability and the concept of the neighbourhood along with convenient commuting and sustainability although ensuring the council sticks to these goals and makes them possible is pivotal."

10

2

A VIBRANT AND LEAFY CITY



We have a vibrant and leafy city that values our trees and parklands, and balances the demand for housing and public infrastructure to meet the current and future needs of our community.

This includes:

- » Access to parks, green spaces and waterways
- » Developments that consider local amenity
- » Ensuring there is housing diversity to reflect our community
- » Our trees and natural environment help keep our city cool.

Principles

- » Parks, bushland, and even privately owned gardens are considered the 'heart' of Monash, and are valued for their aesthetic and wellbeing benefits, as well as places to walk and ride, or meet with friends and family.
- » When making development planning decisions, long-term social and environmental impacts of the development are considered.
- » Residents have access to affordable housing, and new housing is directed to the right locations.
- » Protect and increase our tree canopy cover across the city to assist in keeping the city cool, green and to assist in stormwater management.

Our community said:

"I value the parks and trees of Monash. As the suburbs become more dense these shared public spaces become more important for community health and wellbeing"

"Green, leafy suburb; parks and open spaces"

"Stop allowing the building of big houses with no off street parking and no vegetation"

"Avoid over development and crowding and include plenty of green areas and resources needed in the community"

"Whether for or against apartments there was a great agreement amongst those I spoke to for council responsibility to ensure the right infrastructure supports the increased population - especially transport"

"Too many trees being removed around the municipality - suggestion: planning team to clearly state trees need permission to be removed"

"Balancing the need for growth with 'overdevelopment'"

"Too much multi development, we are losing the "Green, Leafy" feel"

"Current housing crisis may counteract the vision for a "Green Leafy City" - need

to get the balance right as there is a need for more affordable housing (ie apartments)"

"A fair and inclusive community goes hand-in-hand with greater housing abundance and a reduced cost of living. Addressing these issues through an initiative to further housing supply through planning scheme reforms should be the primary priority for the Council. Residents are currently suffering from a serious housing crisis, with record high rents, rates and costs of living which have been driven by the widespread abject failure of local governments across Victoria to approve and plan for more housing."

3

EASY TO GET AROUND



A city that ensures easy access for everyone, supporting preferred modes of travel with sustainable public transport options and interconnected walking and cycling paths.

Principles

- » We recognise and celebrate Monash being well located, in close proximity to Melbourne's CBD, the country and sea.
- » Walking, cycling and sustainable transport is the easy way of travelling across Monash.
- » Monash is a city where sustainable transport is an easy option, this includes public transport, walking and cycling.
- » We advocate to all levels of Government to provide safe roads and transport options.

Our community said:

"Easy and quiet suburb to live in but close to services and easy access to rest of Melbourne"

"Its proximity between city and country - access to things that are not immediately found in Monash"

"The City of Monash is central to everything and just a short train ride to the city. Great Schools, University, playing fields, golf courses, tennis courts, walking tracks, arts and other cultural facilities and easy to jump on the freeway to the country or beach"

"Better, safer, and more efficient public transport network. Better, safer, and more accessible cycle path network. More renewable energy, and EV charging stations"

"Better pedestrian, cyclist and public transport facilities leading to less reliance on cars. Design orientated around people not cars"

"Improve the "urban sprawl" feel to the area."

4

SERVICES IN MY NEIGHBOURHOOD



A city that has a wide range of quality services such as schools, shops, dining, healthcare, education, jobs, parks, libraries and community facilities.

Principles

- » There are local opportunities to work, live and learn.
- » Investment in community infrastructure considers community needs, promotes regeneration, and are convenient and accessible. For example, having multi-use facilities near parks and other services.
- » Look for opportunities to collaborate with neighbouring areas and other service providers on joint initiatives. This helps build a broader sense of community, consider cost-benefits, leverage and have services together.
- » Celebrate and promote the wide range of quality services and places available locally, such as schools, shops, dining, health care, all levels of education, jobs, parks, libraries and sports facilities.

Our community said:

"The availability of services so close to one's door - trains, medical services, good schools, shopping centres"

"I love the ability to work, live and play within the same area! I love the local sporting clubs and not for profit organisations, and the partnership between many of these"

"We are diverse, and there seems to be lots of services that are also diverse"

"Many businesses, well-educated community, plenty of sporting facilities and libraries, presence of Monash University, what council is doing for outdoor dining post-covid"

"As a resident of Oakleigh I enjoy that we are a cosmopolitan community with access to excellent community services, facilities and shopping."

"I love that a range of services are all within walking distance of my home. These services are social, educational, sporting, recreational and commercial"

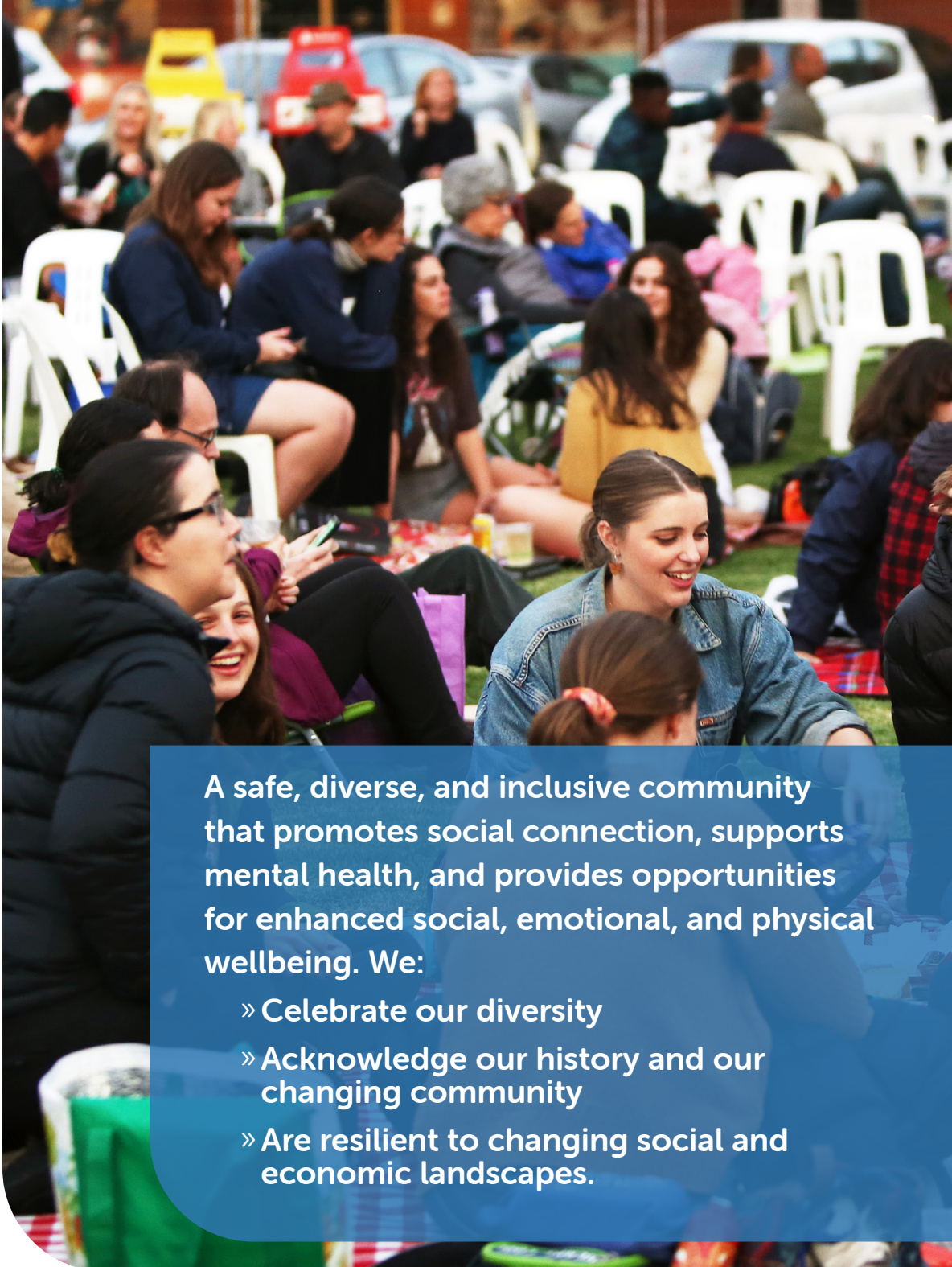
"I think Monash has great green space, education and healthcare all in one accessible area"

"There is absolutely everything you need in Monash without having to go to the city - gym, schools, shops, and modern importantly; public transport!"

"On the whole the Monash community indeed shares in a leafy environment, lots of services and good access contributes - but can always be open for improvement and/or change."

5

A STRONG SENSE OF COMMUNITY



A safe, diverse, and inclusive community that promotes social connection, supports mental health, and provides opportunities for enhanced social, emotional, and physical wellbeing. We:

- » Celebrate our diversity
- » Acknowledge our history and our changing community
- » Are resilient to changing social and economic landscapes.

Principles

» Monash is proud of its diverse and friendly community, with people from a range of backgrounds – such as age, cultural, gender identity or abilities – living, socialising and

working in our City. For many it is important to know their neighbours, or to feel a strong connection to your local community.



Our community said:

“Multiculturalism. I am very comfortable because everyone in Monash city is very kind and respect for the individual.”

“Sense of community. I know my neighbours, I can shop at local stores”

“Community feel and connectedness”

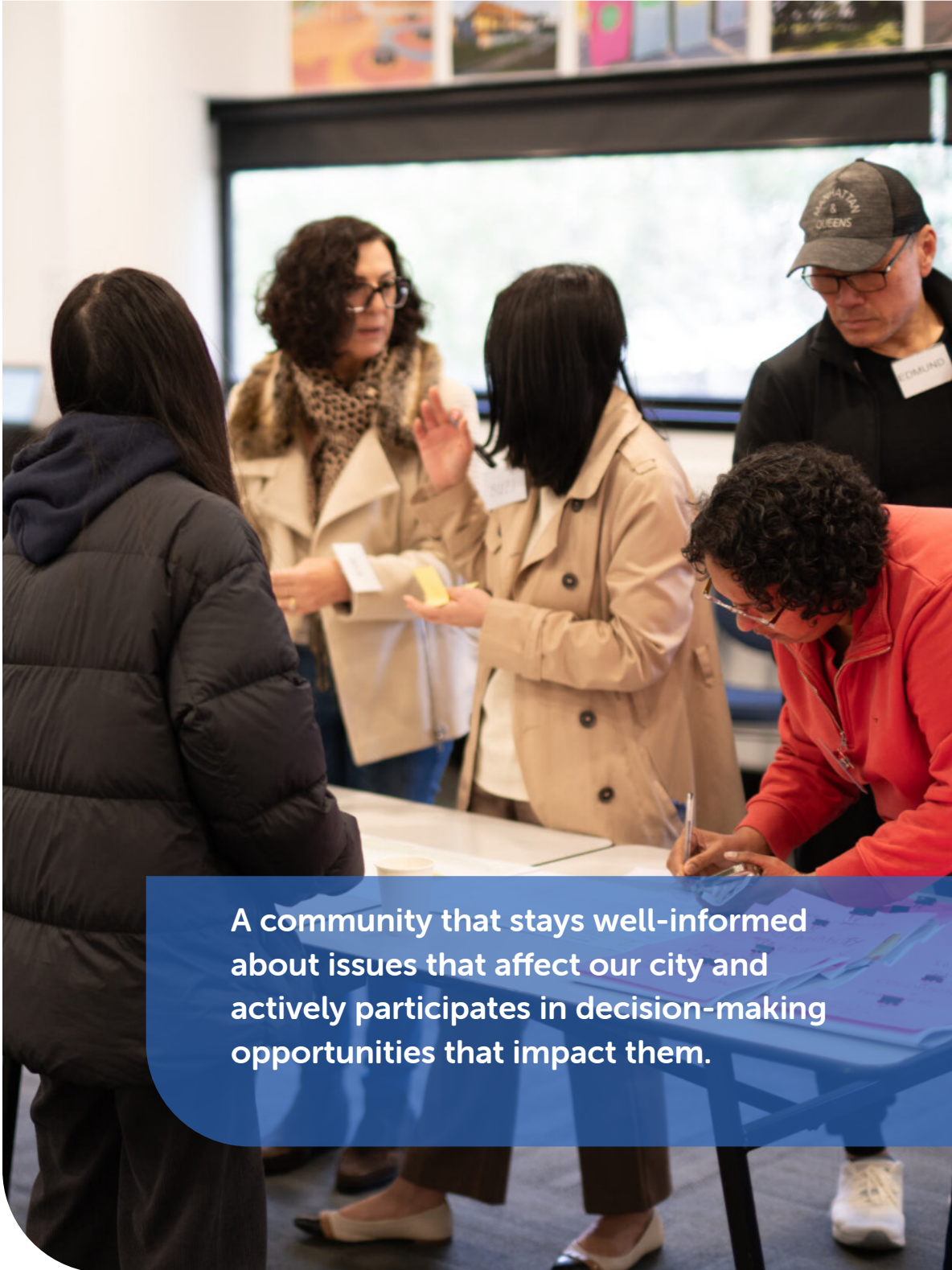
“A safe, healthy and connected community which values the environment, diversity, equality, education and local businesses. A place for children to grow up and thrive where as a community we are working to ensure a sustainable future.”

“I believe a sense of safety & security should also be part of the vision wherein everyone in Monash City feels safe & secure, day or night or any day of the year.”

“Monash community is now very diverse and this adds a richness in many ways to life here.”

6

AN ENGAGED COMMUNITY



A community that stays well-informed about issues that affect our city and actively participates in decision-making opportunities that impact them.

Principles

- » Community decisions balance the current and future community's needs, principles of equity, and ensure long-term financial sustainability when making financial and development decisions.
- » The community expects that community involvement and communication on major projects is transparent, active, innovative, accessible for all people, and closes the loop on delivery of plans.
- » Our community value its involvement in decision making which should be transparent and equitable and financially sustainable for future generations.



"Forward planning with realistic goals and budget"

"Proper long term planning, accountability and transparency in the decision making process"

"Over time Council has slowly decentralised much decision making power to the community. This was facilitated by the blockchain, to allow for more efficient service delivery and governance"

"Transparent in approach, engaging all members of the community prior to making decisions, be focused on the longer term not just short term gain and \$\$"

"Engage community more actively in decision making. Clarifying the role of local govt so that everyday citizens know what to expect from each level of government and how they have power at a local level"

"I think residents would love to be more engaged and work towards these goals."



Monash Civic Centre | 293 Springvale Road, Glen Waverley, 3150 | 8.30am to 5pm | Monday to Friday
Oakleigh Service Centre | 3 Atherton Road, Oakleigh, 3166 | 8.30am to 5pm | Monday to Friday
9518 3555 | www.monash.vic.gov.au | mail@monash.vic.gov.au | NRS 1800 555 660

Monash Interpreter Service

普通话	4713 5001	Việt Ngữ	4713 5003	हिंदी	4713 5005	한국어	4713 5010	தமிழ்	4713 5021
廣東話	4713 5002	Ελληνικά	4713 5004	Italiano	4713 5008	සිංහල	4713 5020	Other languages	4713 5000





COUNCIL PLAN

2025-2029





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ACKNOWLEDGEMENT OF COUNTRY

Monash Council acknowledges the Traditional Owners of this land, the Wurundjeri Woi Wurrung and Bunurong People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander peoples.

4

COUNCIL PLAN 2025-2029

The Council Plan 2025-2029 is our overarching strategic plan outlining the outcomes we seek to achieve over the next four years.

Informed by in-depth conversations and consultation with our community, it shapes how we will plan for the future, deliver highly valued services and infrastructure and work collaboratively with and for the community to deliver the Monash Community Vision 2040. The Council Plan responds directly to the Monash Community Vision and reflects the contributions made by the Monash community throughout an extensive community engagement process.

The Monash Community's Vision is by 2040, to be the most liveable city in Victoria.



THE ROLE OF COUNCIL

The role of Council is to ensure the social, economic, environmental (including the built form) and cultural wellbeing of the community, in accordance with the Local Government Act 2020. This includes exercising, performing, and discharging the powers, functions and duties of local government under this and other Acts in relation to Council.

The role of local government has expanded from its original role of building roads, bridges and public buildings and now provides a wide range of community services, such as sport and recreational facilities, community care, health and welfare services. Council delivers its work through a variety of methods, described below.



PROVIDER

we take full responsibility for funding and delivering services and projects.



PARTNER

we co-fund and deliver services in formal partnerships with other organisations.



FUNDER

we fund other organisations to deliver services, for example, through grants and service contracts.



REGULATOR

we have statutory responsibilities and directs these activities as required.



MONITOR

we gather information on activities and check against progress.



FACILITATOR

we encourage others to be involved in activities by bringing interested parties together to progress identified issues.



ADVOCATOR

we promote the interests of the community to other decision-making bodies, for example State and Federal Governments.



STRATEGIC DIRECTION

Monash Council provides facilities and services, and advocates for the community, through the well-planned and balanced assessment of needs, for those who live, work and play in Monash. We listen to our community and research to ensure good decision making.

Our mission is to make a difference through commitment, leadership and expertise.

THE ROLE OF THE COUNCIL PLAN

The Council Plan is a medium-term strategic document that outlines priorities relating to the longer-term aspirations of the community. It sets out the strategic direction and commitment to the community over the next four years, detailing how these outcomes will be achieved.



LEGISLATIVE CONTEXT

All councils are required to prepare a Council Plan for each election term. **The Council Plan must include:**

- » Council's strategic direction
- » Objectives to achieve the strategic direction
- » strategies to achieve the objectives
- » Indicators to monitoring achieving the above
- » Key Council's initiatives and priorities for services, infrastructure and amenity.

Our Council Plan is guided by four strategic objectives that will drive Council's efforts during this period. It articulates how Council will positively contribute in helping to achieve community's aspirations set out in the Community Vision.

OTHER LEGISLATIVE REQUIREMENTS

Gender Impact Assessments (GIAs) are a key obligation under the Gender Equality Act 2020 and must be undertaken when developing or reviewing any policy, program or service that has a 'direct and significant' impact on the public.

A GIA has been completed for this Plan.

REPORTING ON PROGRESS AND PERFORMANCE

The Plan will be reviewed annually to ensure that the strategic directions and actions remain aligned with the evolving needs and priorities of both the Council and the community. Annual Council Plan actions are included in the annual budget and reported on in the Annual Report each year.

Monitoring and reporting on the progress of the Council Plan is a key focus for Council.

Our performance is measured and reported back to the community through our Annual Report. Through our performance measures, Council is able to track and assess activities and outcomes against the strategic goals and objectives of the Council Plan.

Performance measurement helps align resources and efforts with strategic priorities, ultimately enhancing overall performance and achieving desired results.

The indicators and targets in the Council Plan assist in evaluating efficiency, effectiveness, and impact.

By regularly assessing this data, we can identify areas for improvement, make informed decisions, and ensure accountability.

HOW WE WILL ACHIEVE OUR OBJECTIVES

Strategic objectives

The themes Council will focus on to achieve the Monash Community Vision

Priorities

The high-level objectives Council is seeking to achieve in the next four years.

Major projects and initiatives

These are the larger-scale projects, actions and initiatives that will contribute to the achievement of the strategic objectives

Supporting strategic documents

These are the key strategic policies, plans and frameworks that will support the outcomes in each strategic objective

Indicators and measures

Measures that will assist in reporting on and monitoring Council's progress towards achieving the objectives identified in each strategic direction (reported annually)



INTEGRATED PLANNING

The Council Plan 2025-2029 has been developed in accordance with the requirements of the Local Government Act 2020 which requires councils to ensure strategic planning is more integrated, transparent and focused on delivering outcomes for the community.

The 'Act' requires councils to develop strategic documents that are informed by deliberative community engagement and meet the requirements of the Community Vision.

The diagram below demonstrates how the plans work together to provide clear direction for our organisation, ensure services and projects are strategically aligned and delivering value for money, as well as helping to ensure we delivery on our commitments to the community.



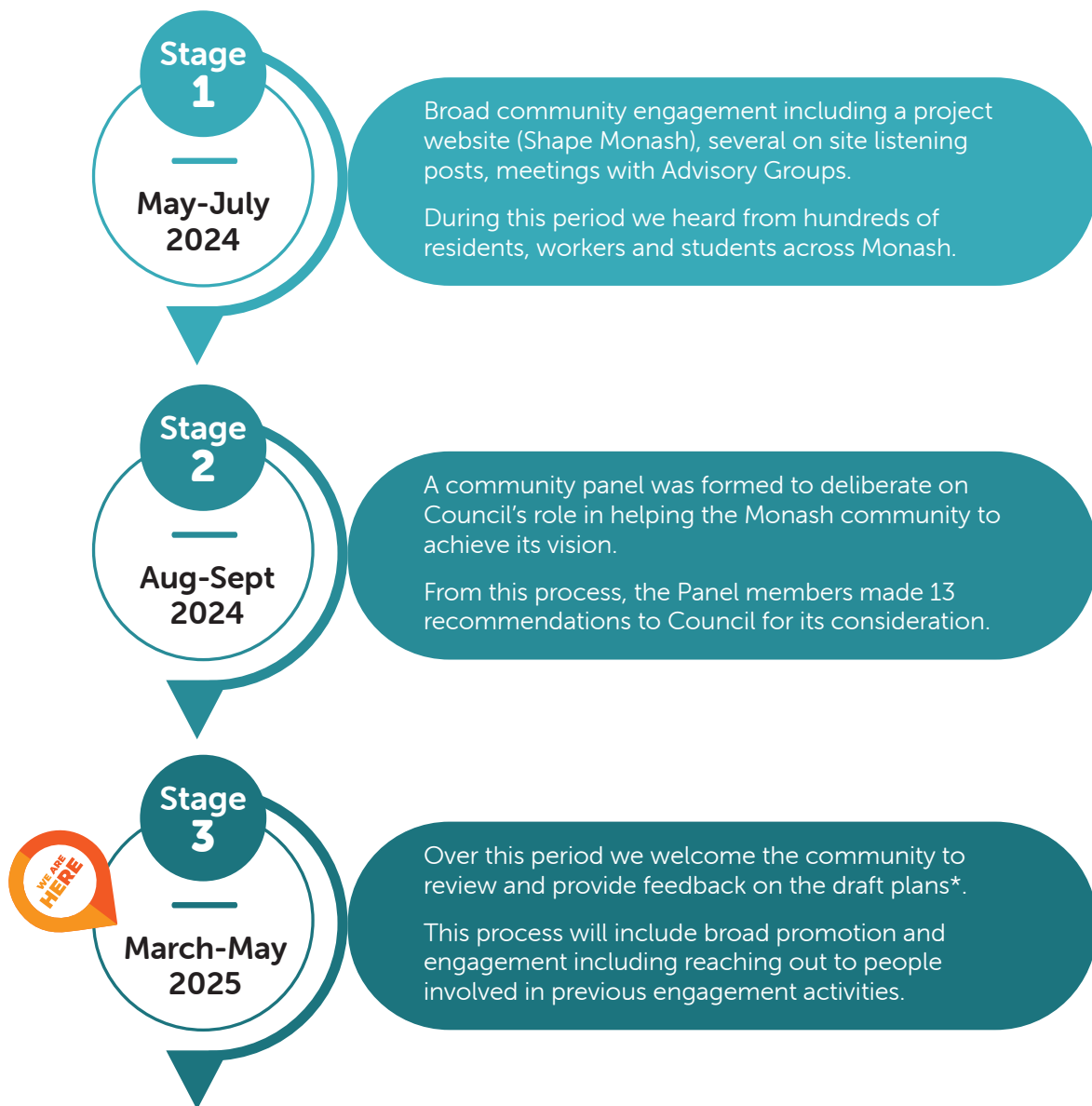
Relationships between the integrated plans



COMMUNITY INPUT

The Council Plan was developed in accordance with the requirements of the Local Government Act 2020 and in partnership with the Monash community.

It was informed by a community engagement program and deliberative process which considers the needs of all people who live, work and play at Monash.



* Supported by promotional activities including social media and Monash publications.

OUR STRATEGIC OBJECTIVES

Four strategic directions that support the Council Plan and guide our efforts between 2025 and 2029, each with a long-term goal. These strategic directions reflect the themes of our Community Vision :

	<p>A healthy, safe and connected community (Our people)</p>	<p>A community where all people have the opportunity to experience enhanced levels of social, emotional and physical wellbeing.</p>
	<p>A well-planned and future ready city (Our places and spaces)</p>	<p>An attractive and well-designed city with connected neighbourhoods, active transport, open spaces, facilities and infrastructure that meet the current and future needs of our community.</p>
	<p>A city that promotes environmental sustainability (Our future)</p>	<p>A city that protects our natural environment and plays a leadership role in addressing and adapting to climate change.</p>
	<p>A council with good governance, strong leadership and community involvement in decision making (Our Council)</p>	<p>A Council that provides governance and leadership for the benefit of our community through community engagement, advocacy, decision making and action.</p>

Each strategic direction identifies a number of major initiatives, which are the larger-scale projects that will contribute to the achievement of the outcomes over the next four years.

¹Community Vision 2040 (revised edition 2025)



1 A HEALTHY, SAFE AND CONNECTED COMMUNITY

A community where all people have the opportunity to experience enhanced levels of social, emotional, and physical wellbeing.

Strategic intent

We are committed to fostering a safe and inclusive environment that celebrates diversity, promotes social connections, supports mental health, and ensures access to essential community services.

To achieve this, we:

- » Encourage our community to live active and healthy lives.
- » Build a respectful and safe community that supports diversity and promotes inclusiveness.
- » Provide and promote opportunities for people to be socially connected and engaged in community life.

By focusing on these areas, we aim to build a community where everyone feels valued, connected, and empowered to lead healthier, happier lives.

Our priority cohorts

- » First Nations people
- » Multicultural communities
- » Carers and people with disability
- » Young people & children
- » Older people
- » LGBTIQA+ communities
- » Financially vulnerable
- » People of different genders (particularly women and girls)



Our priorities

Over the next four years, Council will:

1. Continue to support opportunities and promote initiatives that increase social connection and engagement in community life.
2. Prioritise and advocate for services that support the diverse needs of our priority population groups.
3. Strengthen community preparedness and resilience including for extreme weather events.
4. Deliver a core range of active and passive activities and facilities across its open space network, including outdoor fitness equipment, circuit paths and trails, and sports facilities.
5. Prioritise services that have a direct impact to community health and wellbeing particularly where there are no other service providers in that area with a particular focus on our priority population cohorts.
6. Work with our community and key stakeholders to create safer and more inclusive neighbourhoods.
7. Deliver and advocate for programs and initiatives that strengthen gender equity, support the prevention of family violence and all forms of violence against women and children, and address all forms of discrimination.



Service catalogue

What we are already doing

OUR SERVICES

Children, Youth and Family Services



- » Brine Street Child Care Centre
- » Early Childhood and Family Services
- » Supported Playgroups
- » Youth and Middle Years Services

Sports and recreation Services



- » Aquatic and Leisure Facilities
- » Play and Open Spaces (Active Reserves)
- » Sports grounds and pavilions

Things to see and do



- » Library services
- » Festivals and Events
- » Civic Ceremonies
- » Museum of Australian Photography (MAPh)

Community services



- » Maternal, Child and Family Health
- » Immunisation
- » School Crossing Supervision
- » Council owned community centres and halls

Community Programs



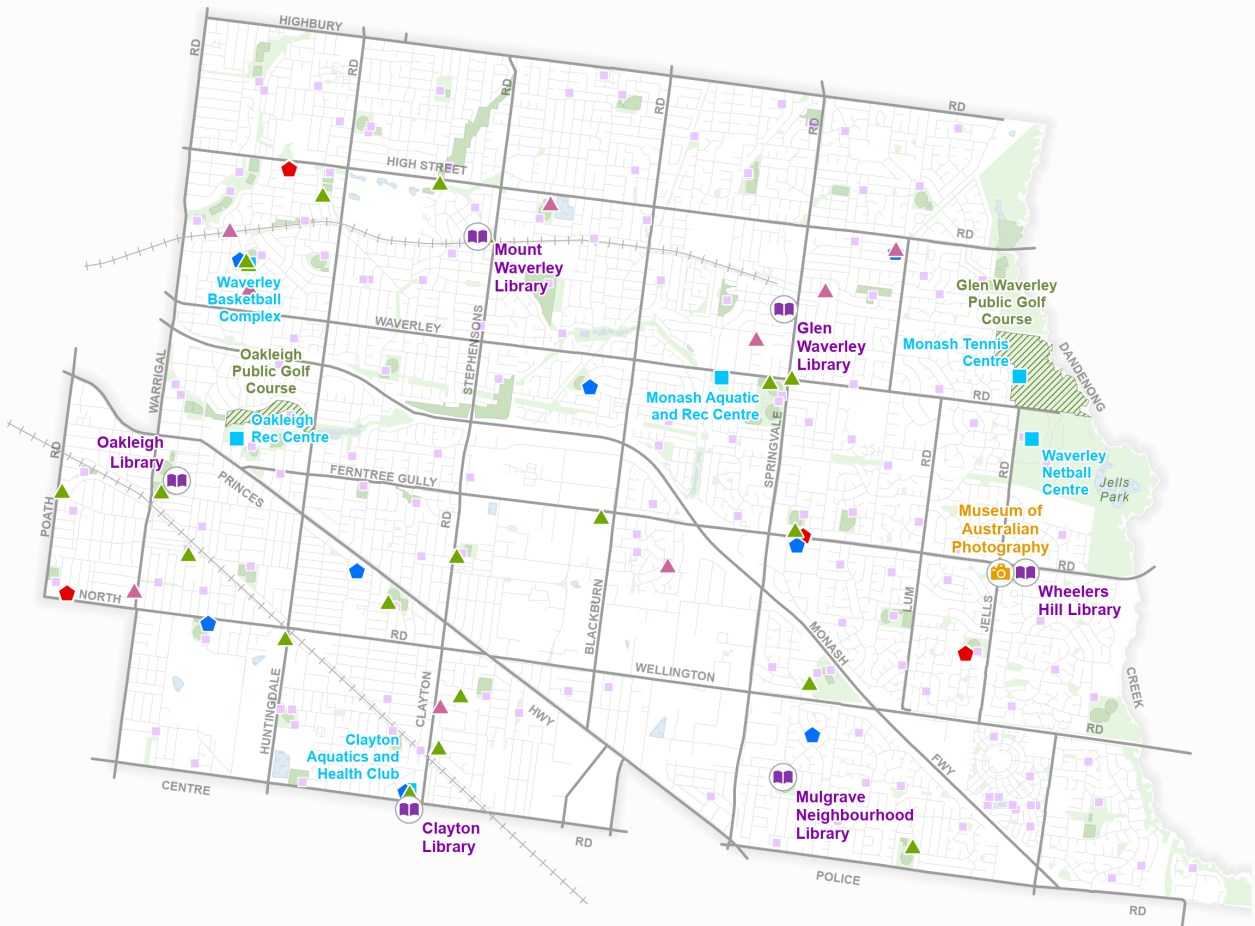
- » Community Grants
- » Community Partnerships and Health Promotion
- » Economic Development
- » Diversity, Equity and Inclusion
- » Neighbourhood houses
- » Homeless Support
- » Volunteering

Aged and Community Support



- » Community Transport
- » Seniors Festival
- » Positive Ageing Lifestyle Program (PALS)

Assets and infrastructure that support delivery of Strategic Objective 1



- | | | |
|---|--|---|
|  Community Halls (24) |  Sport Facilities (Selected) (6) |  Public Golf Courses |
|  Neighbourhood Houses (10) |  Playgrounds (165) |  Reserves |
|  MCH Centres (8) |  Libraries (6) |  Public Open Space |
|  Childcare Centres (Council-Owned) (4) |  Museum of Australian Photography |  Water Bodies |



How we will measure success

These indicators and targets will help us measure our achievements over the next 4 years.

1. Increase participation in Council run sports and recreational facilities, programs and events, with a particular focus on participation for target populations.²
2. Increase attendance across major sporting facilities, in particular:
 - a. Waverley Women's Netball Association
 - b. Waverley Basketball Association
 - c. Glen Waverley Sports Hub
3. Maintain and/or increase participation in, and satisfaction with, council run programs including:
 - a. Children and families services
 - b. Library services
 - c. Maternal and child health services
 - d. Diverse and inclusive activities, programs and events.
4. Increase targeted community engagement participation from our priority population groups.
5. Increase the proportion of the community reporting feeling safe walking in public areas in Monash.
6. Maintain and build community participation through facilitating Council's Advisory Committees, ensuring community representation exists.
7. Maintain or increase the number of groups and/or activities funded through the community grants program annually to ensure they meet community needs and expectations.
8. Maintain and increase targets relating to community health and safety matters (for example environmental safety inspections and controls, animal registrations and controls).

² First Nations people, Multicultural communities, Carers and people with disability, Young people & children, Older people, LGBTIQ+ communities, Financially vulnerable, People of different genders (particularly women and girls).



Key supporting Council strategic documents

- » Reconciliation Action Plan
- » Community Engagement Policy and Framework
- » Monash Advocacy Strategy
- » Health and Wellbeing Plan 2025-2029
- » Domestic Animal Management Plan
- » Gender Equity Framework
- » Monash Active Recreation Opportunities Strategy
- » Monash Affordable Housing Strategy
- » Monash Social Housing Framework
- » Monash Arts and Culture Strategy 2025
- » Monash Children Youth and Family Services Infrastructure Plan 2025+
- » Monash Housing Strategy 2014
- » Monash Loneliness Framework
- » Monash Playground and Playspace Strategy 2025-2035
- » Monash Public Art Policy
- » Monash Strategy for Children, Young People, and Families 2026



2 A WELL-PLANNED AND FUTURE READY CITY

An attractive and well-designed city with connected neighbourhoods, active transport, open spaces, facilities and infrastructure that meets the current and future needs of our community.

Strategic intent

We ensure the use, development, and protection of land is suitably governed to meet the legislative planning requirements; and considers the unique environmental and social profile of Monash city.

We are dedicated to planning, building, renewing, and maintaining community infrastructure, assets, and public spaces to meet the evolving needs of our community.

To achieve this, we will:

- » Play our role in meeting the state housing targets set by the Victorian Government which aims to deliver more homes near transport, job opportunities and essential services by 2050.
- » Advocate to other levels of government on the rejuvenation and provision of social and affordable housing.
- » Plan, build, renew and maintain community infrastructure to meet the current and future needs of our community.
- » Optimise the use of community infrastructure and open spaces that offer numerous health and wellbeing benefits, provide opportunities for increased community interaction and supports environmental quality.
- » Maintain a safe, efficient, and effective local transport network (including with the State Government), providing connected walking and cycling paths where relevant.
- » Adopt sustainable practices and innovative solutions in the planning, design, and maintenance of our neighbourhoods, keeping the future in mind.








Our priorities

Over the next 4 years, Council will:

1. Review the Monash Planning Scheme and ensure it reflects the aspirations identified in the Community Vision by:
 - » Maintaining the 'garden city' character,
 - » Increasing open space supply and protecting existing and future flora and fauna
 - » Addressing future housing needs
2. Refresh the Monash Housing Strategy to help ensure adequate housing is available to all.
3. Implement a capital works program to maintain and improve infrastructure to meet our community's needs.
4. Enhance and maximise the use of our open spaces for social, physical activity and environmental benefits.
5. Develop our parks and open spaces taking into consideration the demographics of the surrounding neighbourhoods.
6. Progress with Council's transformation for the Glen Waverley Activity Centre, increasing community capacity through well-targeted services, public spaces and streetscapes that reflect Monash's distinct urban garden identity.
7. Advocate to State and Federal governments to support future growth by investing in the infrastructure and services that our community needs.
8. Work with the Suburban Rail Loop Authority to identify and fund opportunities through the SRL Community Projects Fund and advocate to build on and enhance recreation spaces, plazas and community facilities.
9. Deliver a new Integrated Transport Strategy covering public transport, roads and active transport.
10. Commence the development of a new Walking and Cycling Strategy, particularly identifying opportunities to cater for a variety of mobility needs and promoting active transport options to encourage the Monash community to make sustainable transport and travel decisions.

Service catalogue

What we are already doing

OUR SERVICES:	
Town Planning	
 	<ul style="list-style-type: none"> » Building and planning permits » Planning scheme development/future planning
Community Safety	
 	<ul style="list-style-type: none"> » Pet and animal control (including registrations) » Parking control » Public health (food safety and infection control)
Protecting our city assets	
 	<ul style="list-style-type: none"> » After hours/emergency services » Maintenance of drains, local roads, buildings, footpaths, bridges » Community facility maintenance e.g. halls » Asset condition assessments
City Design	
	<ul style="list-style-type: none"> » Engineering » Traffic and transport » Drainage including design engineering » Asset planning (drains, roads, open space, facilities)



How we will measure success

These indicators and targets will help us measure our achievements over the next 4 years:

1. Achieve a minimum of 90% delivery of the approved capital works program each financial year.
2. Maintain and improve our community satisfaction levels³ for maintaining and repairing:
 - » Roads
 - » Street lighting
 - » Drains
 - » Footpaths, bike paths and shared pathways.
3. Maintain and increase the use of Council's community facilities, measured through community's satisfaction with access and use of facilities.
4. Improve and increase the use of sustainable solutions when we design, maintain and build community infrastructure projects. This includes incorporating solar panels, energy-efficient lighting, smart technologies and reducing water consumption.
5. Maintain community satisfaction ratings for;
 - » Sports ovals and other outdoor sporting facilities
 - » Provision and maintenance of local playgrounds
 - » Provision and maintenance of parks, gardens and reserves.
6. Assessment of town planning applications processed within Monash's performance targets.
7. Monitor and report on liveability through our annual community survey.

³ Relates to Council infrastructure only, acknowledging that some of this infrastructure is the responsibility of State Government agencies to deliver.

Key supporting Council strategic documents

- » Asset Plan, Asset Management Strategy and associated documents (eg Assets Plans for Facilities, Roads, Open Space, Stormwater, Structures)
- » Monash Integrated Transport Strategy and the Walking and Cycling Strategy
- » Environmental Sustainable Design Policy
- » Health and Wellbeing Plan
- » Various Integrated Site Plans (park master plans)
- » Leasing and Licensing Policy
- » Monash Active Recreation Opportunities Strategy
- » Monash Advocacy Strategy
- » Monash Planning Scheme
- » Monash Playground and Playspace Strategy 2025-2035
- » Various Neighbourhood Plans and Activity Centre Plans
- » Public Toilet Strategy



3 A CITY THAT PROMOTES ENVIRONMENTAL SUSTAINABILITY

Where neighbourhoods are designed and developed along environmentally sustainable development and urban design principles, in sympathy with the natural environment.

Monash Council takes its commitment to addressing climate impact and the future of our community very seriously, with our Environmental Sustainability Strategy focusing on seven key priorities:

- Built Environment
- Urban Ecology
- Climate Change
- Waste and Resource Management
- Integrated Water
- Management Partnerships
- Leadership, Education, Engagement and Reporting

Together, we will create a thriving, sustainable city that not only meets the needs of today but also ensures a healthy, vibrant environment for future generations.

Our strategic intent

We are a city that protects our natural environment and plays a leadership role in addressing and adapting to climate change. We are committed to sustainable living and resource use: reduced waste, pollution and greenhouse gas emission.

To achieve this, we will:

- » Implement environmental protection policies and initiatives to safeguard our natural ecosystems, ensuring biodiversity and the preservation of green spaces and tree canopy coverage.
- » Address and adapt to climate change by implementing sustainable practices, promoting renewable energy, and engaging the community in climate resilience initiatives.
- » Encourage and support sustainable practices among residents and businesses, focusing on reducing waste, pollution and greenhouse gas emissions.
- » Foster a culture of environmental responsibility by engaging with the community, raising awareness, and providing education on sustainable living.
- » Incorporate Water Sensitive Urban Design (WSUD) elements into drainage design to cope with the increase in extreme weather events, enhance landscape aesthetics and promote urban cooling.

Our priorities

Over the next 4 years, Council will:

1. Work towards developing a resilient future urban forest, achieved through maximising the retention of healthy mature trees and maximising opportunities to plant new trees.
2. Maximise the retention of healthy plants, shrubs and native grasses under tree canopies to assist in cooling and providing habitat for local fauna.
3. Deliver community education programs on the importance of protecting the environment and protecting our natural ecosystems.
4. Develop a Circular Economy Strategy that aims to minimise waste and maximise resource efficiency by reusing, repairing, refurbishing, and recycling materials.
5. Engage, educate and empower the community and local businesses to live sustainably, reduce emissions and waste, and create positive environmental impact.
6. Develop a Climate Resilience Plan to support our community to build resilience in a changing climate and continue reducing emissions.
7. Aim to increase the use of lower emission materials in concrete and asphalt in roads and buildings and assess alternative approaches to reduce or offset use of these materials.
8. Develop an Integrated Water Management Strategy which will inform the integration of stormwater, water supply and sewage management with natural features.





Service catalogue

What we are already doing

OUR SERVICES:

Our Parks and Environment



- » Maintaining parks and gardens
- » Maintaining trees and providing arboriculture services
- » Environmental Sustainability
- » Community Education
- » Addressing climate change

Keeping Monash clean



- » Waste Services
- » Hard waste
- » Recycling
- » Street cleaning
- » Graffiti removal

Strategic Asset Management



- » Municipal Emergency Management
- » Strategic Asset Management

Engineering

- » Asset Protection
- » Drainage including Design Engineering
- » Development Engineering
- » Traffic and Transport Engineering



How we will measure success

These indicators and targets will help us measure our achievements over the next 4 years.

1. Increase canopy tree cover (achieve 30% by 2040) and understory vegetation across Council and private land to create a more liveable, sustainable and resilient city.
2. Deliver on the targets set in the new Circular Economy Strategy* with the intent to increase sustainable and circular practices, optimising resource use, reducing waste, and maximising reuse and recycling.
3. Achieve and maintain net zero emissions, transition away from gas and continue to use 100% renewable energy in Council operations.
4. Deliver and meet the targets set in the Integrated Water Management Strategy*.
5. Deliver and meet the targets set in the Climate Resilience Plan*.

* When developed

Key supporting Council strategic documents

- » Urban Biodiversity Strategy
- » Street Tree Strategy
- » Tree Management Policy
- » Climate Resilience Plan
- » Monash Urban Landscape and Canopy Vegetation Strategy
- » Zero Net Carbon Action Plan
- » Waste Management Strategy
- » Environmentally Sustainable Design Policy



4 A COUNCIL WITH GOOD GOVERNANCE, STRONG LEADERSHIP AND COMMUNITY INVOLVEMENT IN DECISION MAKING

A Council that provides governance and leadership for the benefit of our community through community engagement, advocacy, decision making and action.

Our strategic intent

We are dedicated to providing exemplary governance and leadership that benefits our community through proactive advocacy, informed decision-making, and decisive action. We envision a community that is well-informed about the issues affecting our city and actively participates in the Council's decision-making processes.

We will achieve this through:

- » Advocacy: champion the needs and interests of our community at all levels of government and within various sectors to ensure our voices are heard and our needs are met.
- » Transparent decision making: commit to openness and transparency in all council decisions, ensuring that our processes are clear, accountable, and accessible to all community members.
- » Sound financial management: maintain rigorous financial oversight and management to ensure the responsible use of resources, delivering value for money and sustainable financial health.
- » Community engagement: foster an engaged and informed community by providing timely, relevant information and encouraging active participation in council initiatives and decision-making processes.
- » We have the right resources delivering the right projects and services.

Our priorities

1. Proactively investigate opportunities to diversify revenue streams to reduce reliance on council rates and continue delivering quality services and infrastructure.
2. Assess cost and benefits of current service delivery offerings and infrastructure needs to ensure the highest value is delivered to the community while exploring cost-saving opportunities
3. Embed service planning and reviews in Council's annual planning process to ensure what Council delivers is based on the current and future needs of the community and the resources available. This helps ensure Council has the right resourcing profile.
4. Seek collaboration and partnership opportunities to deliver major projects and services to reduce costs.
5. Actively engage with and inform the community by providing timely, relevant information and encouraging active participation in Council initiatives and decision-making processes.
6. Ensure compliance with legal requirements, maintain transparency, manage records and risks, and provide legal support to meet Council's obligations efficiently.
7. Aim to understand and meet customer needs by providing accessible, transparent communication and efficient services, while empowering staff to be customer-focused at all levels.
8. Implement our Digital and Transformation Strategy to uplift and modernise our technology, improve digital services and support cybersecurity.
9. Perform regular reviews and maintenance of digital technology, privacy, information management and data security frameworks and policies.

Service catalogue

What we are already doing

- » Corporate Governance and Legal
- » Corporate Performance
- » Customer Experience
- » Digital and Technology
- » Finance
- » Media and Communications
- » People and Safety
- » Strategic Procurement

How we will measure success

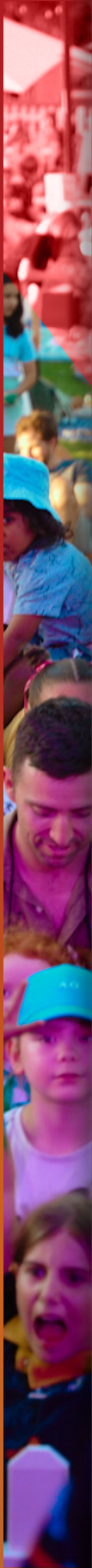
These indicators and targets will help us measure our achievements over the next 4 years.

1. Ensure Council's financial sustainability indicators are maintained (or improved) over the Council term.
2. Maintain and increase the satisfaction of Council's engagement with the community and our transparent decision-making, measured through community's satisfaction with community consultation and council decisions.
3. Increase in the number of partnerships and grants to deliver capital works and operational services.
4. Delivery of the Digital and Transformation Strategy.
5. Council's overall performance to be within 10% of the top performing score across metropolitan Victorian councils (annual community satisfaction survey result).
6. Council's decisions are in accordance with Council's Risk and Opportunity Management Framework's risk tolerance levels.
7. Good governance measures and Council performance maintained in accordance with the Local Government Act 2020.
8. Monash Council's staff voluntary annual turnover rates are consistent with metropolitan Victorian councils.

Related Council strategic documents

- » Community Vision 2040
- » Financial Plan
- » Asset Plan
- » Infrastructure Funding Plan
- » Annual Budget
- » Customer Experience Strategy
- » Smart Cities
- » Digital and Transformation Strategy
- » Community Engagement Framework
- » Health and Wellbeing Plan





Monash Civic Centre | 293 Springvale Road, Glen Waverley, 3150 | 8.30am to 5pm | Monday to Friday
Oakleigh Service Centre | 3 Atherton Road, Oakleigh, 3166 | 8.30am to 5pm | Monday to Friday
9518 3555 | www.monash.vic.gov.au | mail@monash.vic.gov.au | NRS 1800 555 660

Monash Interpreter Service

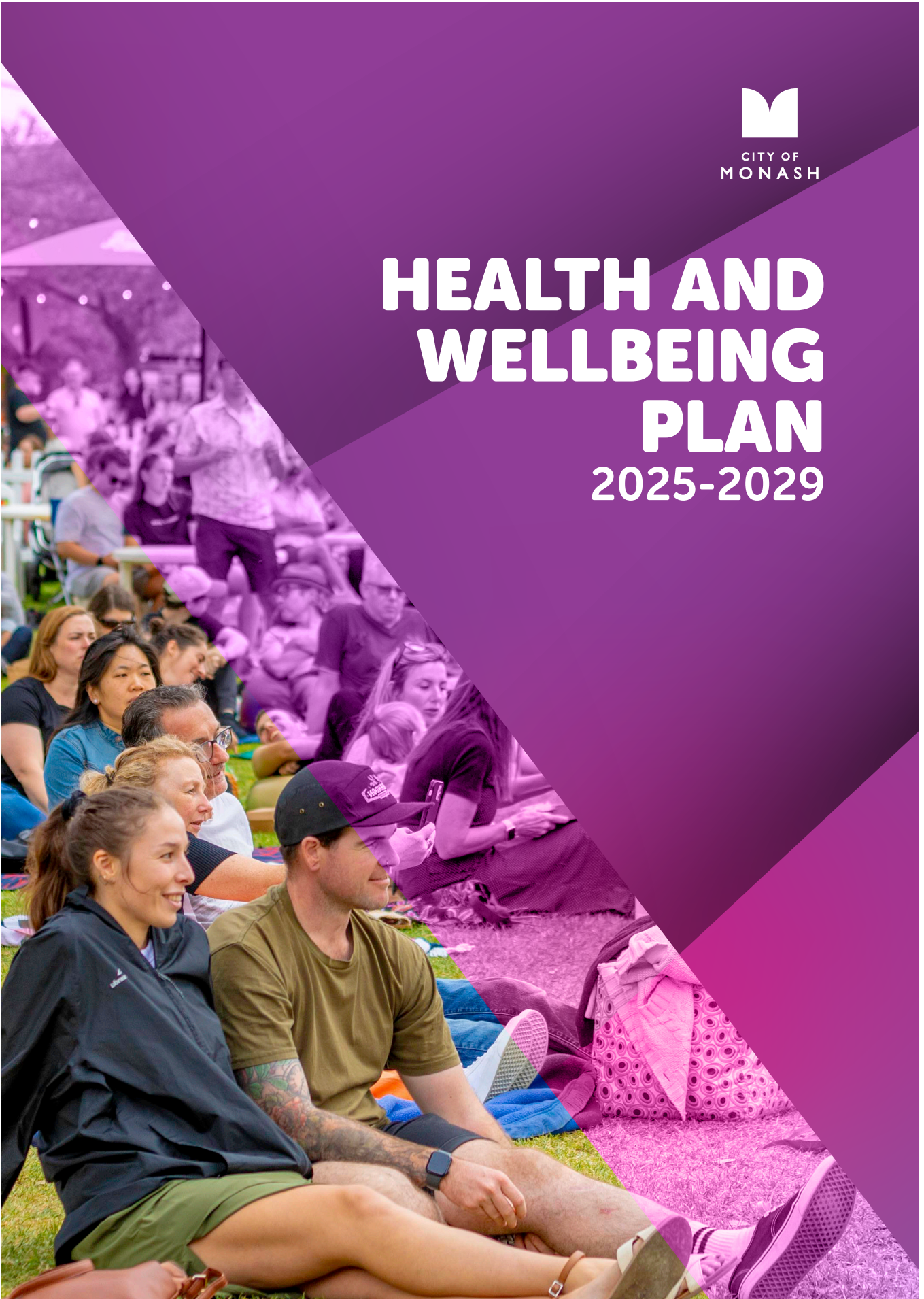
普通话	4713 5001	Việt Ngữ	4713 5003	हिंदी	4713 5005	한국어	4713 5010	தமிழ்	4713 5021
廣東話	4713 5002	Ελληνικά	4713 5004	Italiano	4713 5008	සිංහල	4713 5020	Other languages	4713 5000





HEALTH AND WELLBEING PLAN

2025-2029





ACKNOWLEDGEMENT OF COUNTRY

Monash Council acknowledges the Traditional Owners of this land, the Wurundjeri Woi Wurrung and Bunurong People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander peoples.

DIVERSITY STATEMENT

The City of Monash is inclusive and welcoming, celebrating the diversity of all our community and employees. We want every individual to feel safe, respected and celebrated regardless of our differences of age, race and ethnicity, sex, gender identity and sexuality, ability, faith and religious beliefs, Aboriginal and Torres Strait Islander identity, and/or socio-economic status.

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ABOUT THIS PLAN

Monash's Municipal Public Health and Wellbeing Plan (MPHWP) 2025-2029 delivers on the State-legislative requirements of the Victorian Public Health and Wellbeing Act 2008.



The MPHWP is an evidence-based, strategic document that works in partnership with the Council Plan and Community Vision to guide Council's planning, policy, and strategic direction in response to ensuring our community is healthy, well, safe, connected and inclusive.

The MPHWP has been developed in close consultation with the local community and in collaboration with a wide range of internal and external stakeholders. It

details five health priorities and 11 strategic objectives to enhance community health and wellbeing and address specific areas for improvement.

The plan also identifies specific groups in our community who require extra support to achieve equitable health outcomes. These 'priority population groups' will be considered alongside the health priorities throughout development, implementation and evaluation of the Plan.





INTEGRATED PLANNING

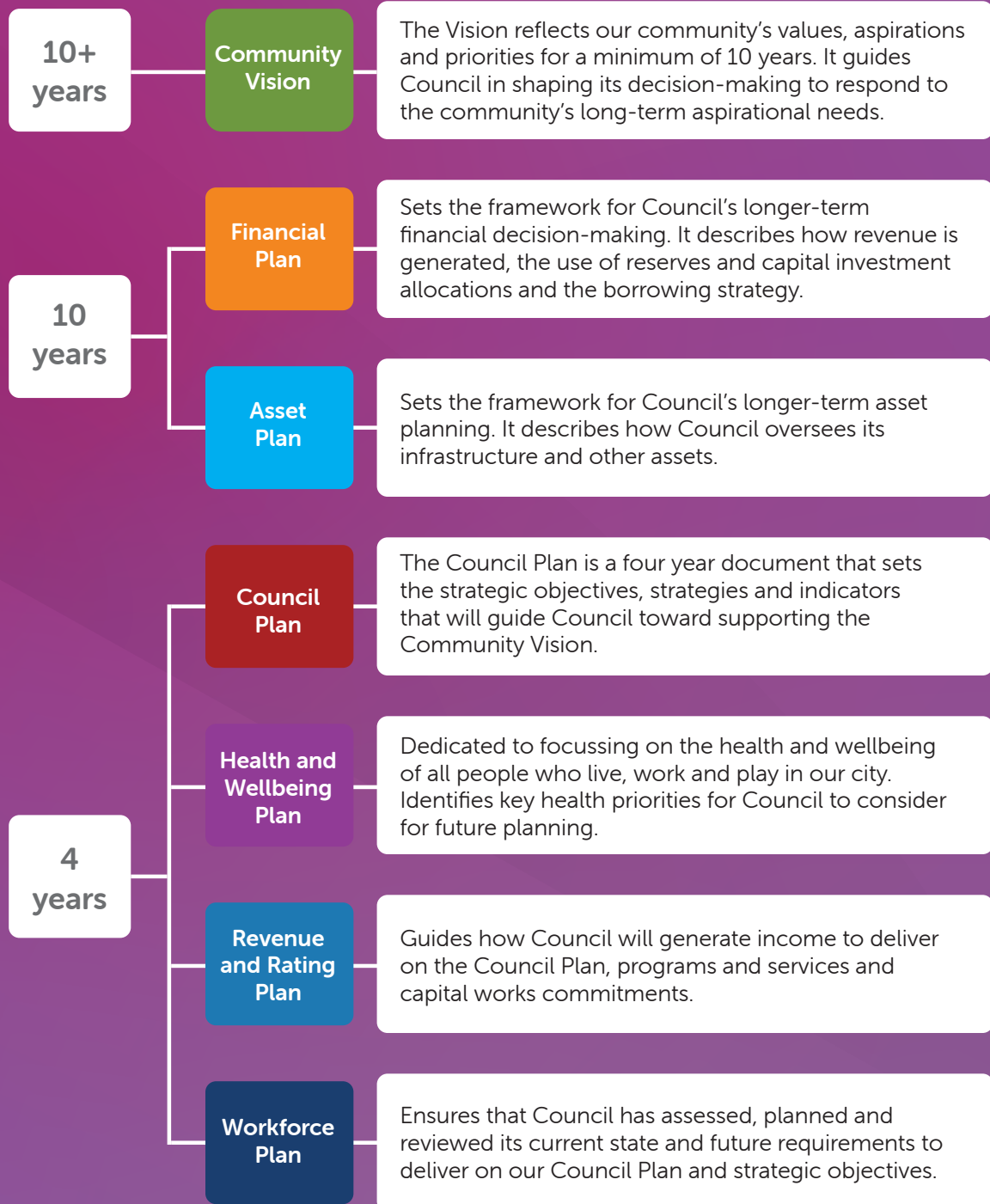
The Health and Wellbeing Plan 2025-2029 has been developed in accordance with the requirements of the Local Government Act 2020 which requires councils to ensure strategic planning is more integrated, transparent and focused on delivering outcomes for the community.

The 'Act' requires councils to develop strategic documents that are informed by deliberative community engagement and meet the requirements of the Community Vision.

The diagram below demonstrates how the plans work together to provide clear direction for our organisation, ensure services and projects are strategically aligned and delivering value for money, as well as helping to ensure we delivery on our commitments to the community.



Relationships between the integrated plans



HOW THIS PLAN WAS DEVELOPED

- » Review of previous plan and analysis of process and outcomes
- » Analysis of key research and datasets on health status and health factors within Monash
- » Analysis of community and stakeholder consultation process for Monash: Shape your Monash 2025-2029, focus groups with priority groups and child-focused consultation
- » Internal consultations & discussions with staff across all departments at Council
- » Consideration of council current policies, strategies and frameworks
- » Regard to State-legislative requirements of the Victorian Public Health and Wellbeing Act 2008 including specify measures to prevent family violence and respond to the needs of victims of family violence in the local community
- » Regard to relevant legislation including Local Government Act 2020, Gender Equality Act 2020 and Climate Change Act 2017
- » Alignment with Victorian Public Health and Wellbeing Plan 2023-27
- » Incorporates Council's Disability Action Plan in adherence with the Victorian Disability Act 2006.

MONITORING, EVALUATION AND GOVERNANCE

Implementation of the Municipal Public Health and Wellbeing Plan 2025-2029 will be supported by two biennial strategic Action Plans and is a 'whole of Council' responsibility. The action plan will identify stakeholder, partner and Council led strategies and actions and be reviewed annually. Each action will be accompanied by measurable outcomes which will assist in evaluating their success, and the overall success, of the MPHWP 2025-2029.

The MPHWP will be reviewed annually, reported on internally, and evaluated with a report presented to Council, State Government and the community every two years. An internal working group will also regularly monitor the plan.

For more information; read our Health and Wellbeing Evaluation Framework



VISION

By 2040, Monash is the Most Liveable City in Victoria.

Principles

The following principles underpin the goals and objectives of the MPHWP and guide our approach for implementation of actions in our community.

Intersectionality

WHAT THIS MEANS

We recognise that people's lives are multi-dimensional and complex and that our response to health and wellbeing priorities cannot be developed through a singular lens.

WHAT WE WILL DO

We will identify and reduce barriers to participation across our community by ensuring that information, communication, services and facilities are approachable, welcoming, safe and inclusive for all people in Monash.

Community engagement and participation

WHAT THIS MEANS

Monash recognises that the experience and voices of our community are critical at every stage of the MPHWP, assisting in achieving and maintaining optimal health and wellbeing for our community.

WHAT WE WILL DO

We will continue to actively listen, engage and provide opportunities for the community to have a voice in shaping their health and wellbeing.

Evidence Based

WHAT THIS MEANS

Monash will ensure that the MPHWP is informed by the best available data and evidence throughout every stage of the MPHWP.

WHAT WE WILL DO

The intention is a plan that is effective, impactful, relevant and needs based from development through to evaluation.

Partnerships and Collaboration

WHAT THIS MEANS

Partnerships are integral to the implementation, monitoring, reporting and evaluation of our MPHWP.

WHAT WE WILL DO

We will identify and strengthen alliances and collaboration across external and internal contexts to strengthen capacity, improve integrated responses and reduce duplication to improve the health of our community.

Health Equity

WHAT THIS MEANS

Monash is committed to providing services, programs, policies and supports for everyone, but especially for those in our community who face the most barriers.

WHAT WE WILL DO

We recognise that not all people have the same opportunities for optimal health and wellbeing and that different groups within the community may require different levels and types of support across their lifespan.

PRIORITY POPULATION GROUPS

While health and wellbeing matters affect everyone, some individuals or groups in our community do not have the same opportunities, knowledge, skills and resources to achieve and maintain optimum health and wellbeing.

In response to these inequities, MPHWP includes 'priority population groups' to consider alongside the health priorities throughout development, implementation and evaluation. This includes consideration of different needs and barriers, as well as specific programming, projects, and services targeted to priority groups which may require extra support to achieve the same level of health and wellbeing as the general population.



First Nations people, Multicultural communities, Carers and people with disability, Young People & children, Older People, LGBTIQ+ communities, Financially vulnerable, People of different genders (particularly women and girls).

HEALTH PRIORITIES AND STRATEGIC OBJECTIVES

Council will focus on five health priority areas which will be guided by 11 strategic objectives. You can read more about each Health Priority [here](#)

 <p>1 HEALTHY EATING AND ACTIVE LIVING</p>	<p>1.1 Improve healthy eating and food security</p> <p>1.2 Increase active lifestyles</p>
 <p>2 BUILDING A RESPECTFUL AND SAFE COMMUNITY</p>	<p>2.1 Strengthening gender equity and prevention of family violence and all forms of violence against women and children</p> <p>2.2 Improve community safety</p> <p>2.3 Reduce harm from gambling, tobacco and alcohol</p>
 <p>3 STRENGTHENING MENTAL HEALTH AND SOCIAL CONNECTION</p>	<p>3.1 Increase connection and engagement in community life</p> <p>3.2 Improve mental wellbeing and resilience across the lifespan</p>
 <p>4 TACKLING CLIMATE CHANGE AND ITS IMPACT ON HEALTH</p>	<p>4.1 Support adaptation to the health and wellbeing impacts from climate change</p>
 <p>5 PROMOTING AND SUPPORTING A FAIR AND INCLUSIVE COMMUNITY</p>	<p>5.1 Minimise health & wellbeing inequities across the community</p> <p>5.2 Partner and advocate to improve equitable access to social & affordable housing options</p> <p>5.3 Celebrate and promote a diverse and inclusive community</p>





HEALTHY EATING AND ACTIVE LIVING

Goals, Strategies and Outcomes 		
<p>GOAL: Monash is committed to creating opportunities and equitable access to ensure our community eats well and is physically active</p>		
Strategic Objective	1.1 Improve healthy eating and food security	1.2 Increase active lifestyles
<p>Action Areas</p>	<ul style="list-style-type: none"> » Support initiatives to improve food security and reduction of food waste » Support access to healthy, affordable and culturally appropriate food » Support community skills and knowledge to help make healthy choices. 	<ul style="list-style-type: none"> » Provide affordable sport & recreation facilities and programs for the whole community » Improve awareness & access to public open spaces, play spaces, and recreation facilities » Implement inclusive practices to give opportunities for all to participate in sport and recreation » Drive actions to decrease unintentional injury among vulnerable community members (including falls, drowning, sports injury).

Why it is Important

Being physically active and engaging in healthy eating practices are important to maintaining good health and wellbeing. The health benefits of physical activity and good nutrition include improved physical, social and mental health, reduced risk of premature mortality and chronic disease, managing body weight and helping to mitigate climate change.

Increasingly, we are focused on the social and health impacts of food insecurity. Food security requires physical, social, and economic access to sufficient, safe, nutritious food to maintain a healthy life. People who experience food insecurity often face poorer physical and mental health outcomes.

Sustained effort is needed to ensure equitable access to affordable, safe and culturally appropriate environments and settings that promote active living, healthy eating practices and food security.

Key Facts and Figures

- » Only 45% of Monash adults are meeting physical activity guidelines and doing enough exercise to reduce their risk of preventable health conditions
- » 31% of residents in Monash sit for seven hours or more on an average weekday
- » City of Monash has an overall lower participation rate in sport (12.2%) compared to Victorian average (14.1%)
- » Just over 45% of the Monash population is heavier than a healthy weight range
- » Over half of the population do not meet the recommended intake for fruit and vegetables
- » Consumption of soft drink and take-away food in Monash is low compared with Victoria
- » 6.4% of people who live across south-east Melbourne have experienced severe food insecurity (ran out of food, and couldn't afford to buy more)
- » 1 in 5 Monash households are classified as low-income households (earning less than \$800/week), a risk factor for food insecurity.

Community Sentiment

1. Increase access to opportunities for physical activity
2. Ensure affordable sport and recreation activities
3. Improve food security and healthy eating
4. Update and maintain facilities
5. Provide community education, information and support on key health topics

What We Will Continue To Do

- | | |
|---|---|
| <ul style="list-style-type: none"> » Provide for physical activity programs, facilities and infrastructure » Plan for, maintain and build recreation reserves, open spaces, play spaces, and recreation and sporting facilities » Undertake property and contract management of sports and leisure facilities. » Maintain and develop 52KM of shared path network | <ul style="list-style-type: none"> » Provide community grants to support local sport through funding for training and other necessities » Support over 93 community Sporting Clubs » Provide advice and guidance on nutrition and breastfeeding through the Maternal and Child Health Service » Ensure food and health premises comply with legislation |
|---|---|

Related documents

- » Monash Active Recreation Opportunities Strategy
- » Active Monash Sports Club Framework 2022-2027
- » Walking and Cycling Strategy
- » Playground and Playspace Strategy





BUILDING A RESPECTFUL AND SAFE COMMUNITY


Goals, Strategies and Outcomes 			
GOAL: Monash is a safe, respectful and supportive city, where all people feel safe and are free from harm			
Strategic Objective	2.1 Strengthening gender equity and prevention of family violence and all forms of violence against women and children	2.2 Improve community safety	2.3 Reduce harm from gambling, tobacco and alcohol
Action Areas	<ul style="list-style-type: none"> » Increase community awareness, understanding and attitudes towards gender equity and respect » Work with partners and community to increase access to information, programs and services for those impacted by family violence » Support primary prevention initiatives on family violence and its impact » Ensure Monash is a community where children are healthy, safe and well 	<ul style="list-style-type: none"> » Work with community to identify opportunities to improve perceptions of safety » Play a key role in community safety efforts and crime prevention measures » Reduce incidences of discrimination including racism, homophobia, ableism, ageism, sexism and other protected characteristics » Provide inclusive and equitable access to community facilities and public spaces by adopting a universal design approach 	<ul style="list-style-type: none"> » Reduce harm caused from Gambling » Reduce harm associated with alcohol at a local level » Reduce harm associated with tobacco (vaping & smoking) at a local level

Why it is Important

A safe environment where people can live, work and play directly impacts the community's physical, social, mental and emotional wellbeing. Monash is generally safe, but issues relating to crime, harm from harmful industries (gambling, tobacco and alcohol), family violence, and public safety can have significant impacts on the community.

Feeling safe and secure in your neighbourhood and your community is linked to lower rates of mental illness and financial stress, greater social interaction, and increased neighbourhood trust and social cohesion.

Promoting gender equity, improving community awareness on gender equality, child safety and family violence, reducing harm from gambling, tobacco and alcohol and supporting crime prevention strategies are key drivers in creating a respectful and safe Monash community

Key Facts and Figures	Community Sentiment		
<ul style="list-style-type: none"> » Men (29%) are more likely to earn a higher income (above \$2000 per week) compared to women (15%) » In 2022/23, the family violence incidents rate in Monash was 932.2 per 100,000 population. However, it is widely recognised that family violence incidents are under-reported » Over 80% of residents report feeling safe in public places and spaces but women and gender diverse people feel less safe than men at night » Women are undertaking more unpaid domestic duties than men, with 28% of women doing 15 hours or more per week compared to 11% of men » Women are providing more unpaid caring duties than men, with 13.7% providing unpaid care for a person with a disability, long term illness or old age compared to 10.3% of men and 27.1% providing unpaid care to children compared to 21.5% of men. » 532 venues in Monash are licensed to sell alcohol and tobacco products » In 2023/24 Monash ranked 8th highest of all local government areas (LGAs) in Victoria, and highest for the Eastern Metropolitan Region for 'pokies' losses; \$121.4 million was taken by Electronic Gaming Machines in Monash with a daily total loss in excess of \$300,000. 	<ol style="list-style-type: none"> 1. Improve actual and perceived community safety 2. Enhance diversity and respond to discrimination 3. Provide community education and capacity building opportunities to improve safety 4. Respond to Family Violence and Violence against Women 5. Reduce Harm from Harmful Industries 		
<h3 data-bbox="252 1294 794 1332">What We Will Continue To Do</h3> <table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> » Implement Local law management » Champion the 16 Days of Activism against gender-based violence campaign » Participate annually in International Women's Day » Facilitate community safety month initiatives » Enforce compliance with tobacco legislation » Strengthen immunisation rates </td> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> » Provide ongoing staff training in family violence » Advocate as an active member of Local Government Working Group on Gambling, to State and Federal Government on policy implementation » Implement the Age Care Quality Standards in our service delivery. » Ensure that we meet our obligations as a Child Safe City » Coordinate and facilitate partnerships and networks to respond to discrimination and racism including the Monash Multicultural & Settlement Services Network </td> </tr> </table>	<ul style="list-style-type: none"> » Implement Local law management » Champion the 16 Days of Activism against gender-based violence campaign » Participate annually in International Women's Day » Facilitate community safety month initiatives » Enforce compliance with tobacco legislation » Strengthen immunisation rates 	<ul style="list-style-type: none"> » Provide ongoing staff training in family violence » Advocate as an active member of Local Government Working Group on Gambling, to State and Federal Government on policy implementation » Implement the Age Care Quality Standards in our service delivery. » Ensure that we meet our obligations as a Child Safe City » Coordinate and facilitate partnerships and networks to respond to discrimination and racism including the Monash Multicultural & Settlement Services Network 	<h3 data-bbox="1050 1294 1257 1377">Related documents </h3> <ul style="list-style-type: none"> » Community Safety Framework 2022-2026 » Safeguarding Children and Young People Policy » Gender Equity Framework (community facing) » Gender Equality Action Plan (workforce facing) » Public Health Approach to Gambling Policy » Free from violence: Victoria's strategy to prevent family violence
<ul style="list-style-type: none"> » Implement Local law management » Champion the 16 Days of Activism against gender-based violence campaign » Participate annually in International Women's Day » Facilitate community safety month initiatives » Enforce compliance with tobacco legislation » Strengthen immunisation rates 	<ul style="list-style-type: none"> » Provide ongoing staff training in family violence » Advocate as an active member of Local Government Working Group on Gambling, to State and Federal Government on policy implementation » Implement the Age Care Quality Standards in our service delivery. » Ensure that we meet our obligations as a Child Safe City » Coordinate and facilitate partnerships and networks to respond to discrimination and racism including the Monash Multicultural & Settlement Services Network 		






3



STRENGTHENING MENTAL HEALTH AND SOCIAL CONNECTION

Goals, Strategies and Outcomes 		
<p>GOAL: Monash residents feel resilient, connected and engaged, and actively participate in the community.</p>		
Strategic Objective	3.1 Increase connection and engagement in community life	3.2 Improve mental wellbeing and resilience across the lifespan
Action Areas	<ul style="list-style-type: none"> » Support opportunities to increase participation in community activities, groups and volunteering » Promote place-based initiatives that support social inclusion and community participation » Reduce social isolation and loneliness among at-risk groups » Support new residents to learn about Monash and feel connected to community 	<ul style="list-style-type: none"> » Provide programs & activities to prevent, recognise and respond to mental health concerns across the lifespan » Work with partners and the community to increase access and information about mental health and wellbeing services, referral pathways and resources » Advocate for increased mental health services, and community capacity building programs to support community mental health and wellbeing.

Why it is Important

Social and mental wellbeing are important determinants for health and wellbeing across the life span. Good mental health and emotional wellbeing is not the absence of mental illness but is the ability for a person to participate fully and effectively in society and live full lives; this is beneficial not just for the individual but significantly contributes to the social, cultural and economic life of Monash.

Social connectedness, opportunities for volunteering and initiatives focused on reducing social isolation and loneliness can improve mental health and resilience and reduce stress and depression as well as improve social cohesion and community connection.

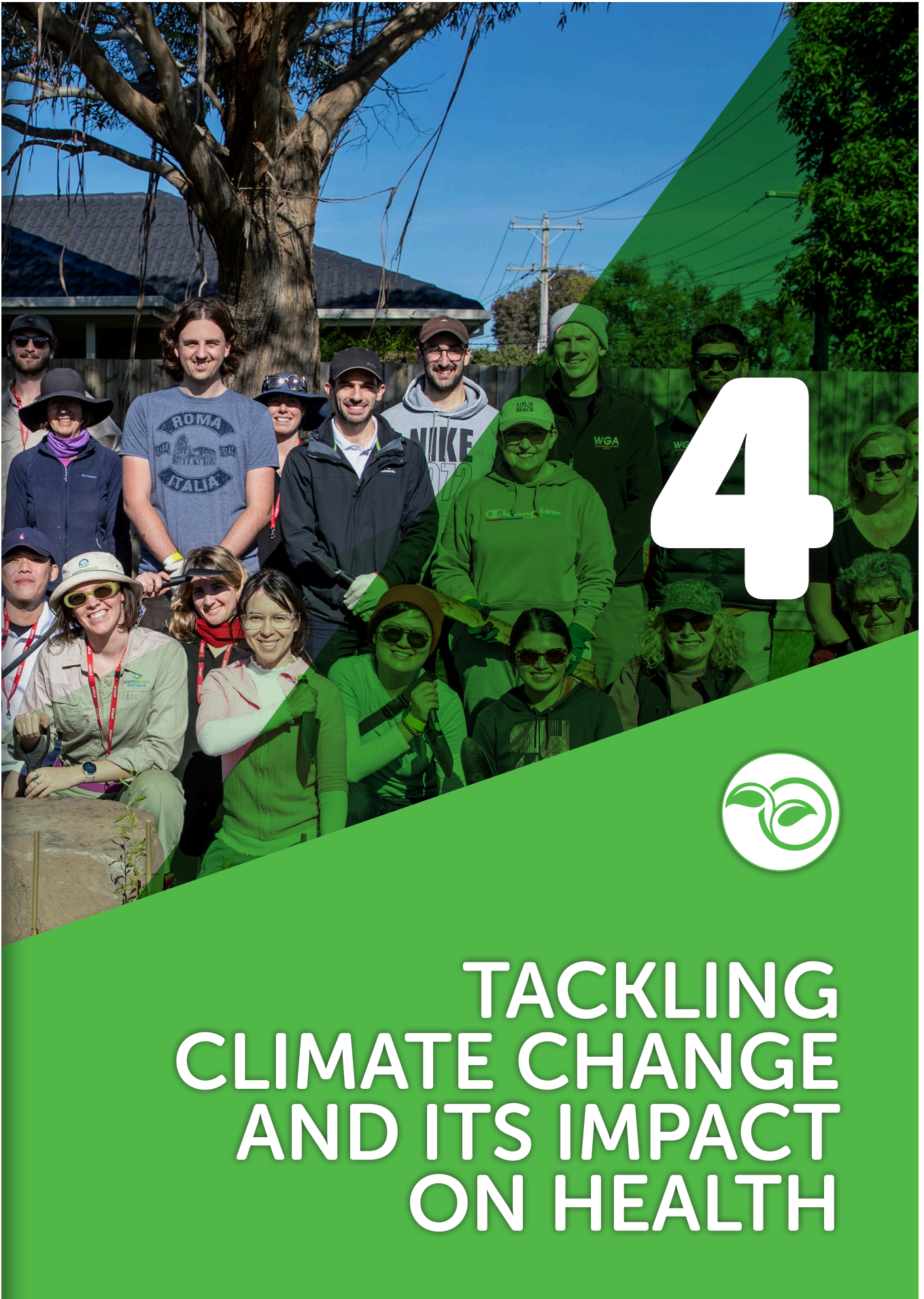
Key Facts and Figures	Community Sentiment
<ul style="list-style-type: none"> » 1 in 5 Monash residents experience high or very high psychological distress » 34% of young people in Monash feel stressed most or all the time » 13% of Monash residents are engaged in some form of volunteering » Loneliness affects more than one quarter of Australians and most Australians will experience loneliness in their lifetime » 67% of Monash residents ranked providing opportunities for social connection as very important » Living alone can be an indicator for loneliness, 20.4% of Monash households are lone person households. This is expected to increase with our aging population » 81% of Monash respondents rated reducing loneliness in the community as extremely important. 	<ol style="list-style-type: none"> 1. Reduce social isolation and loneliness 2. Provide affordable and accessible opportunities to connect 3. Improve mental health wellbeing

What We Will Continue To Do	
<ul style="list-style-type: none"> » Facilitate use of community spaces, including Neighbourhood Houses, community centres, halls and community meeting rooms. » Provide aged care services » Support community playgroups and facilitate supported playgroups 	<ul style="list-style-type: none"> » Provide a range of inclusive and accessible activities, events and services that meet community needs, including youth programs, library story-times, community events and Positive Ageing activities » Facilitate the Volunteering program » Support resilient local businesses and meaningful job opportunities » Provide quality early years education services

Related documents

- » Monash Arts & Culture Strategy 2025
- » MAPH Strategic Plan (2022 – 2026)
- » Monash Public Art Policy and Framework
- » Monash Loneliness Framework 2020-2025
- » Monash Volunteer Policy





4



TACKLING CLIMATE CHANGE AND ITS IMPACT ON HEALTH

Goals, Strategies and Outcomes

GOAL: Monash is a sustainable and resilient city that adapts and responds to the health and wellbeing impacts of climate change.

Strategic Objective

4.1 Support adaptation to the health and wellbeing impacts from climate change

Action Areas

- » Enhance community preparedness for and resilience for climate change
- » Support at risk groups populations during climate emergencies and extreme weather events
- » Foster connection and understanding of open spaces and the natural environment
- » Drive advocacy and policy for climate resilience

Why it is Important

Our health is closely linked to our environment and climate change will significantly affect our health and wellbeing. It directly impacts health through poorer air quality, risks to food safety and water quality, and rising temperatures and decreased rainfall. Climate change increases the likelihood of climate emergencies, prolonged heatwaves, flooding and bushfires which impact our mental health and access to services.

Indirectly, climate change worsens chronic conditions, spreads infectious diseases, limits our ability to participate and exercise outdoors, and increases climate anxiety and associated mental health impacts.

The health impacts of climate change will not be experienced equally. At risk groups are more susceptible to the effects of extreme weather events and the impacts of climate change.

Key Facts and Figures	Community Sentiment
<ul style="list-style-type: none"> » Victoria has already become warmer and drier – and these trends are likely to continue into the future » By 2050, the average annual temperature in east metro region is expected to increase between 0.8 degrees and 3.0 degrees » Monash residents are more likely to drive to work than take active transport (walk, cycle, catch public transport) » Climate anxiety is increasing among young people » Monash has a garden city landscape with over 400 green spaces and places. 	<ol style="list-style-type: none"> 1. Respond to the health & wellbeing impacts of climate change 2. Increase community understand of and connection to the environment 3. Support the community during climate emergencies.

What We Will Continue To Do	
<ul style="list-style-type: none"> » Demonstrate climate action through Council practices » Support emergency management organisations and responses » Upgrade inefficient street lighting with energy efficient LED 	<ul style="list-style-type: none"> » Manage around 8600 street trees made up of more than 500 species. » Purchase 100% renewable energy through the Victorian Energy Collaboration (VECO)

Related documents

- » Tree Management Policy (2021)
- » Environmental Sustainability Strategy 2016-2026
- » Zero Net Carbon Action Plan 2020-2025
- » Monash Urban Biodiversity Strategy 2018-2028





PROMOTING AND SUPPORTING A FAIR AND INCLUSIVE COMMUNITY

Goals, Strategies and Outcomes			
GOAL: Monash is a welcoming and inclusive city where every member of the community is valued and respected.			
Strategic Objective	5.1 Minimise health & wellbeing inequities across the community	5.2 Partner and advocate to improve equitable access to social & affordable housing options	5.3 Celebrate and promote a diverse and inclusive community
Action Areas	<ul style="list-style-type: none"> » Ensure accessible and equitable use of facilities, services and activities » Provide affordable and inclusive programs, activations, arts & events » Foster partnerships to prevent and minimise health & wellbeing inequities and barriers through collective advocacy, health promotion and awareness raising » Support education, lifelong learning and employment. 	<ul style="list-style-type: none"> » Drive advocacy & lobbying to increase social housing stock » Work with partners and networks to identify and implement solutions to improve housing affordability and social housing stock » Provide dedicated support for people in Monash who are experiencing or at risk-of experiencing homelessness » Increase community understanding and acceptance towards social housing. 	<ul style="list-style-type: none"> » Ensure culturally appropriate & accessible programs, activities and communication » Deliver tailored programs and events for priority cohorts » Empower diverse communities through participation & community engagement » Enhance community education and capacity building to support community cohesion

Why it is Important

Creating a fair and inclusive Monash involves celebrating diversity, reducing health inequities, and ensuring equitable access to community participation.

Access to resources is not equal for everyone and some individuals and groups need deliberate actions to remove or reduce barriers to encourage full participation. Barriers include but are not limited to cost and affordability, time of day programming is scheduled for, cultural and language needs, perceptions of safety and stigma, social inclusion and discrimination, housing status, and accessibility and transport needs.

Few things are more important to a person's health and wellbeing than adequate and secure shelter. In Monash and across Victoria, there is decreasing availability of suitable and affordable housing. The lack of affordable housing can have serious impacts on physical and mental wellbeing.

Key Facts and Figures	Community Sentiment
<ul style="list-style-type: none"> » Monash is a diverse community with people from all walks of life » 64.1% of Monash respondents agreed that multiculturalism made life in their area better » Over half of Monash residents feel valued by society » The number of people experiencing homelessness or insecure housing in Monash is growing. More than 1690 people are homeless and 9400 households need housing assistance » Access to services and programs is not equal with » 2.5% (5100) Monash residents are on Job Seeker or Youth Allowance » There are pockets of significant socio-economic disadvantage in Monash 	<ol style="list-style-type: none"> 1. Minimise health and wellbeing inequities and barriers 2. Respond to homelessness and housing affordability and stress 3. Promote access to affordable & inclusive programs and services 4. Celebrate and embrace diversity.

What We Will Continue To Do	
<ul style="list-style-type: none"> » Provide information, events and support for people with disability and carers » Implement the Age Care Quality Standards » Encourage community engagement through advisory committees » Deliver workplace training on safe, respectful and inclusive practices » Support people from LGBTIQ+ communities through action plan and committees 	<ul style="list-style-type: none"> » Build capacity of community groups, networks and service organisations » Provide early years services and infrastructure for children and families. » Facilitate community grants for community groups and not-for-profit & charitable organisations » Provide inclusive and accessible activities and services that meet community needs » Promote, support, and host community celebrations, events and dates of significance including Cultural Diversity week and Refugee week



Related documents

- » LGBTIQ+ Action Plan 2023-2027
- » Innovate Reconciliation Action Plan 2023-2025
- » Monash Social Housing Framework 2020-2025
- » The Regional Local Government Homelessness & Social Housing Charter 2020
- » Affordable Housing Strategy
- » Community Engagement Policy.

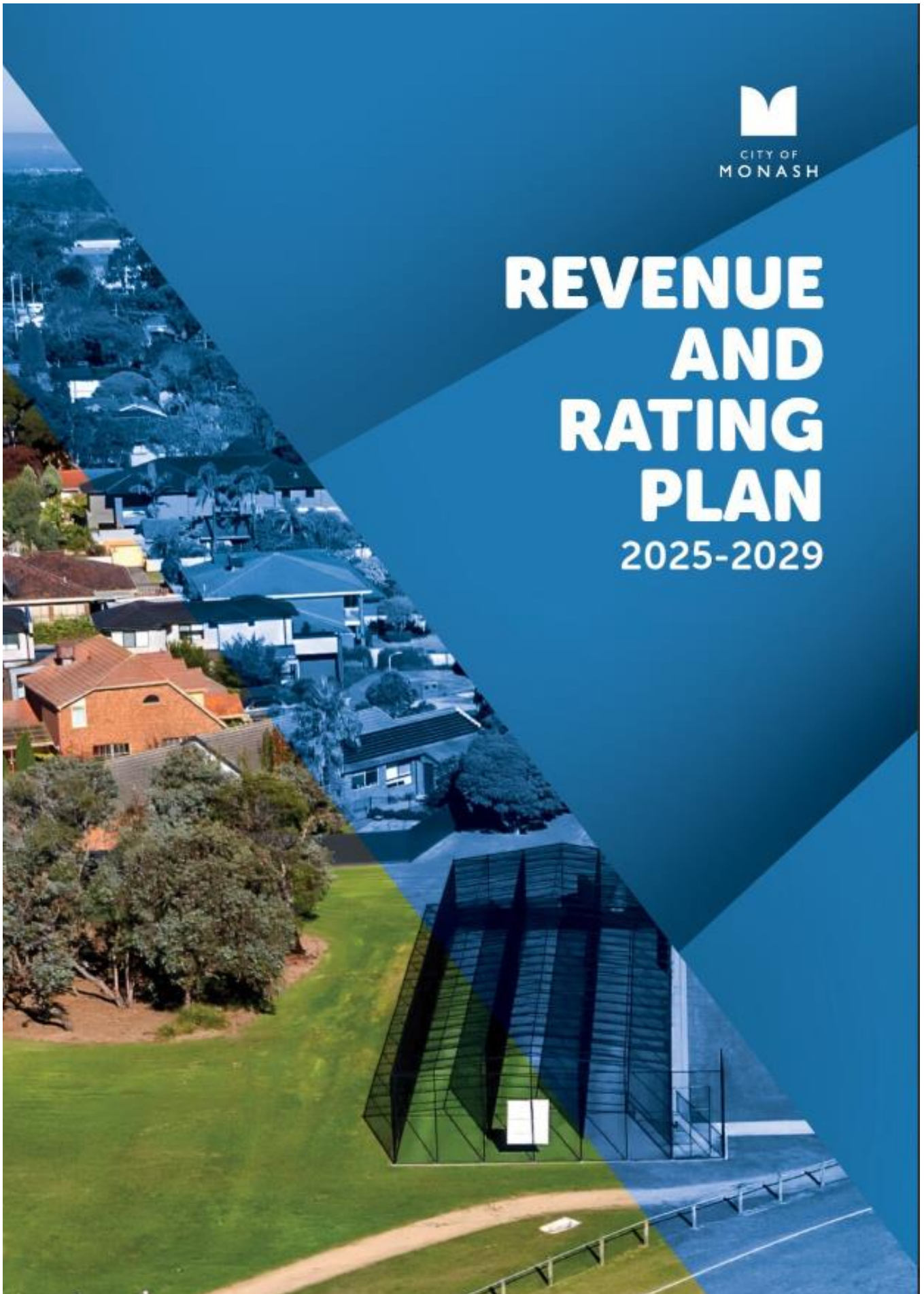


Monash Civic Centre | 293 Springvale Road, Glen Waverley, 3150 | 8.30am to 5pm | Monday to Friday
Oakleigh Service Centre | 3 Atherton Road, Oakleigh, 3166 | 8.30am to 5pm | Monday to Friday
9518 3555 | www.monash.vic.gov.au | mail@monash.vic.gov.au | NRS 1800 555 660

Monash Interpreter Service

普通话	4713 5001	Việt Ngữ	4713 5003	हिंदी	4713 5005	한국어	4713 5010	தமிழ்	4713 5021
廣東話	4713 5002	Ελληνικά	4713 5004	Italiano	4713 5008	සිංහල	4713 5020	Other languages	4713 5000







CITY OF
MONASH

ACKNOWLEDGEMENT OF COUNTRY

Monash Council acknowledges the Traditional Owners of this land, the Wurundjeri Woi Wurrung and Bunurong People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander peoples.

Revenue and Rating Plan 2025-2029

Executive Summary

Building on the foundation of the first Revenue and Rating Plan (2021-2025), Monash Council presents the second iteration of the Plan for the period 2025-2029. This Plan is a crucial component of the Council's integrated planning framework, outlining the principles and strategies for generating revenue to support the Council's activities, services, and infrastructure projects.

The Plan does not set specific revenue targets but provides a strategic framework for revenue calculation and collection, ensuring financial sustainability. Key elements include:

- **Rates and Taxation:** The role of rates as a form of taxation, including differential rates for different property classes, and the application of rebates and waivers.
- **Service Charges:** Fixed service charges for recycling and waste levy
- **Fees and Charges:** Policies for fees and charges related to Council services and programs, and subsidies for certain services.
- **Revenue Diversification:** Exploring non-rate and non-fee-based revenue streams such as grants, developer contributions, and value capture mechanisms.
- **Community Engagement:** An education campaign to increase awareness of the rating system.

The Plan will be effective from 1 July 2025 to 30 June 2029, with annual reviews and incremental enhancements to the Council's revenue and rating strategies. Below is a summary of recommendations of this plan:

Revenue Stream	Aspect	Plan Recommendations
RATES AND CHARGES	Valuation base	Monash City Council to continue to levy rates based on Capital Improved Valuation (CIV) Please refer to Appendix. Please refer to Appendix A and Appendix C for rating legislations and different valuation basis.
	Rating System	Monash City Council reviews the impact of Council valuations and assesses differential rates applied to achieve an outcome that is considered equitable Please refer to Appendix B for rating principals.
	Municipal Charge	Monash City Council to continue to not impose a municipal charge on properties
	Service Charge	Monash City Council does not currently levy a full waste cost recovery service charge and would only consider after undertaking further community consultation. Council will continue to annually assess the necessity of declaring a recycling & waste levy as part of the annual budget cycle
	Special Rate & Charge	Monash City Council uses special rates and charges in the following instances: <ul style="list-style-type: none"> • Raising funds for dedicated purposes such as trader associations marketing and promotion schemes. • For Environmental Upgrade Agreements (EUA's) for businesses to improve their buildings environmental performance e.g. finance water and energy efficiency projects and install renewable energy systems such as solar. (Section 181A LGA1989)
	Cultural &	Monash City Council to continue to apply a 60% discount on rates

Revenue Stream	Aspect	Plan Recommendations
	Recreational Land	& charges for properties deemed to bring cultural and recreational benefits to the community
	Concession Rebate	Monash City Council to continue to support pensioners who meet the concession eligibility criteria of the Department of Families, Fairness and Housing by applying an additional \$50 rebate on rates & charges and provide full rebate for recycling & waste levy
	Payment Options	Monash City Council to continue to offer 3 payment options to ratepayers of Monash (Annual Lump Sum, Four-Instalment, Ten-Instalment)
	Assistance	Monash City Council to continue to assist ratepayers who are experiencing difficulties in paying their rates obligation by offering flexible payment plan, and consider deferral and/or waiver as per the policy for more severe situations on a case-by-case basis
	Interest waiver	Monash City Council continues to provide, for overdue non-instalment payers, an additional 21 days from the 15 February to pay any overdue rates, before the application of the interest is applied
GRANTS		Monash City Council to continue to seek grant opportunities to fund projects when the opportunity arise, and to evaluate the suitability of such opportunities during annual budget cycle
CONTRIBUTIONS		Monash City Council to continue to budget for drainage and public open space contributions from developers and utilise these funds for capital projects as specified for each of these reserves.
USER FEES		Monash City Council to undertake annual service planning to facilitate an informed fees and charges setting process during the annual budget cycle and will apply a gender impact analysis when reviewing those charges,
ADVOCACY		Monash continues to advocate for rate reform to assist the more vulnerable members of the community
OTHER	Continuous improvement in service delivery	Council works on continuous improvement opportunities relating to customer excellence and more flexible access to data and payment methods.

Strategic direction

Monash Council provides facilities and services, and advocates for the community, through the well-planned and balanced assessment of needs, for those who live, work and play in Monash. We listen to our community and research to ensure good decision making.

Our mission is to make a difference through commitment, leadership and expertise.

The role of the Revenue and Ratings Plan

The purpose of the Revenue and Rating Plan is to determine the most appropriate revenue and rating approach for the Council, with adherence to rating principles and governance principles outlined in the Local Government Acts.

Our strategic planning principles emphasize an integrated approach to planning, monitoring, and performance reporting. This approach ensures that our planning addresses the Community Vision and considers the resources and risks associated with implementing the Council's plans.

These strategies and plans are operationalized and delivered through Directorate Plans, Service Plans, and Individual Performance Plans.

Legislative context

The Local Government Act 2020 mandates that each Council prepare and adopt a four-year Revenue and Rating Plan following each Council election.

This document represents the second version of the Revenue and Rating Plan, reviewing and building upon the original plan adopted in 2021.

The Revenue and Rating Plan establishes the revenue-raising framework within which the Council will operate, ensuring financial sustainability and strategic alignment with the Council's objectives.

Other legislative requirements

Gender Impact Assessments (GIAs) are a key obligation under the *Gender Equality Act 2020* and must be undertaken when developing or reviewing any policy, program or service that has a 'direct and significant' impact on the public.

A GIA has been completed for this Plan.

Reporting on progress and performance

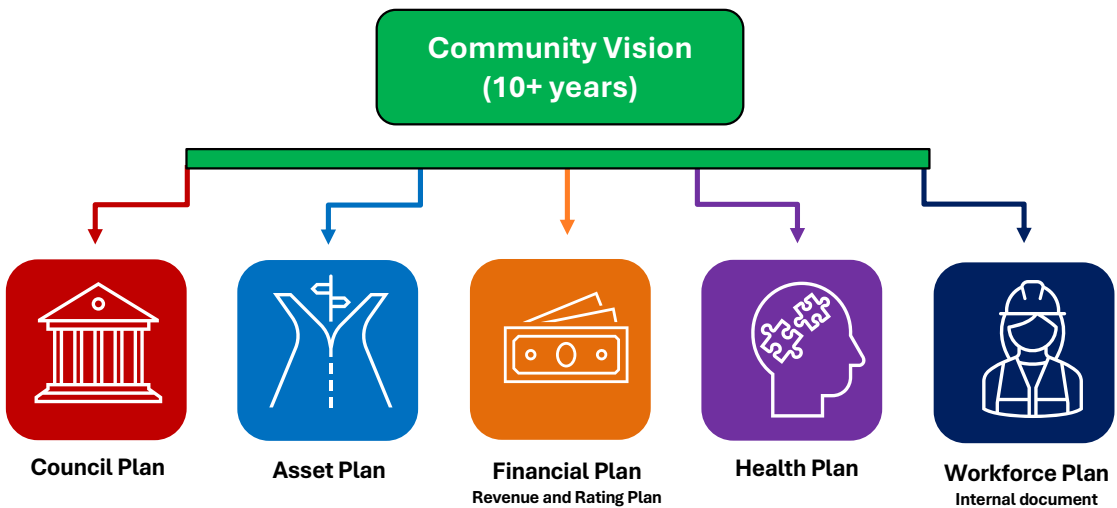
Progress and results are reported back to the community through the Quarterly Performance Report, Local Government Performance Reporting Framework (LGPRF), and the Annual Report.

Integrated planning

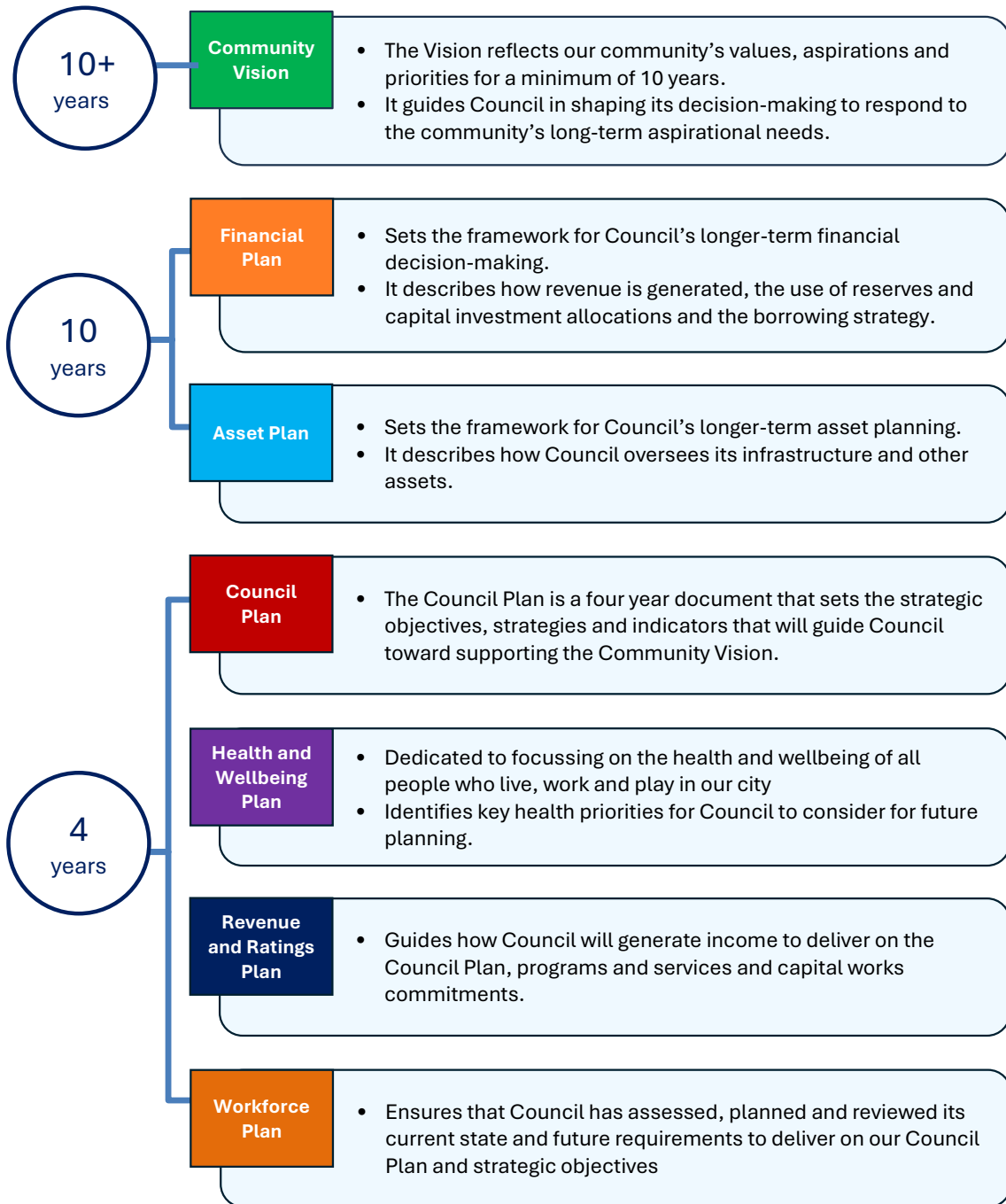
The Revenue and Rating Plan 2025-2029 has been developed in accordance with the requirements of the Local Government Act 2020 which requires councils to ensure strategic planning is more integrated, transparent and focused on delivering outcomes for the community.

The ‘Act’ requires councils to develop strategic documents that are informed by deliberative community engagement and meet the requirements of the Community Vision.

The diagram below demonstrates how the plans work together to provide clear direction for our organisation, ensure services and projects are strategically aligned and delivering value for money, as well as helping to ensure we delivery on our commitments to the community.



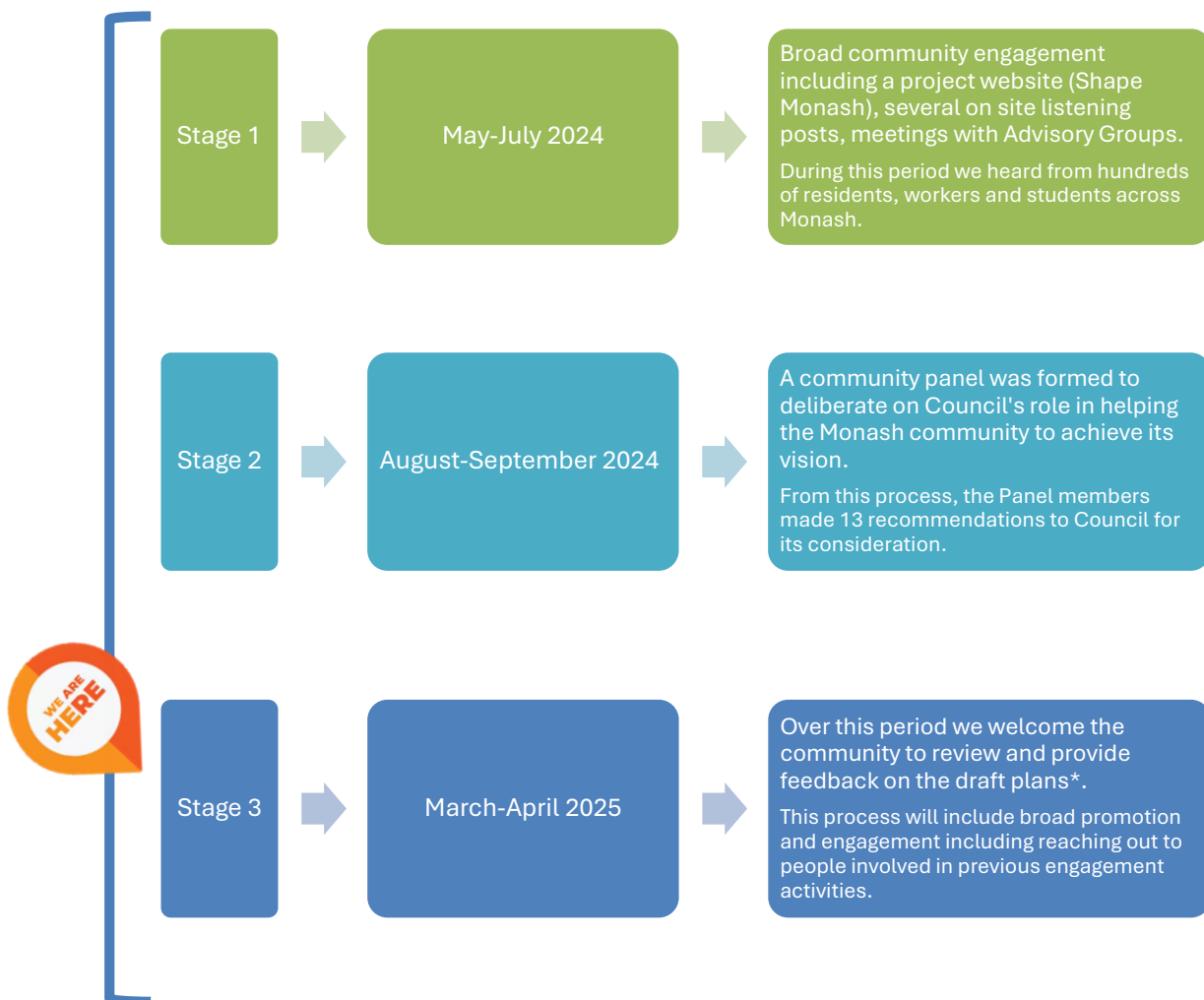
Relationships between the integrated plans



Community input

The Revenue and Ratings Plan was developed in accordance with the requirements of the Local Government Act 2020 and in partnership with the Monash community.

It was informed by a community engagement program and deliberative process which considers the needs of all people who live, work and play at Monash.

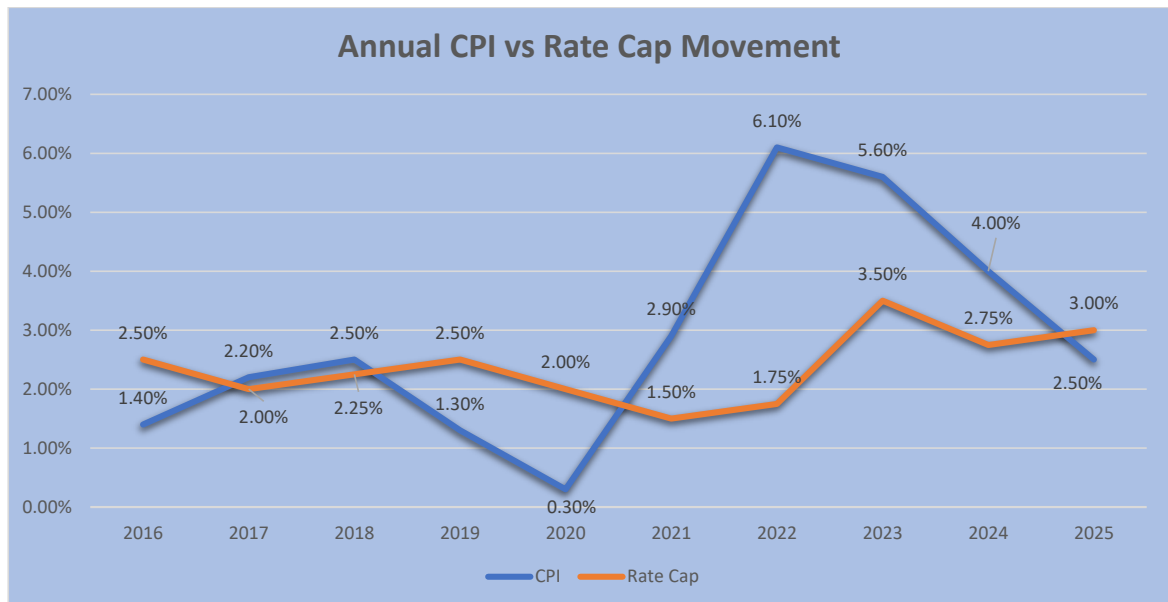


* Supported by promotional activities including social media and Monash publications.

Opportunities and Challenges

Changing community and government expectations have expanded the range of responsibilities, while changing demographics, increased development, and population growth have resulted in additional infrastructure needs and service level pressures. Aging local government assets also require investment in renewal to maintain service levels. These expectations and responsibilities necessitate the collection of revenue to cover the associated costs. However, local government has limited capacity to raise revenue.

Data from the Australian Bureau of Statistics (ABS) shows that out of Australia's total taxes since 2019-2020, on average the Commonwealth Government collects 81.2% (including GST), the State collects 15.6%, and local government 3.2% in the form of property taxes (rates). Rates are property taxes that allow a Council to raise revenue used to fund essential public services and cater to their municipal population. The Fair Go Rates System (rate capping) continues to pose significant financial challenges to Victoria's local governments long-term financial sustainability. Although rate capping is intended to align with the Consumer Price Index (CPI), they have been set below CPI in recent years.



Cost-shifting and Grants

Cost-shifting by higher levels of government is another challenge presented to local governments. This practice involves delegating responsibilities to local governments without adequate funding. Examples of cost-shift practices are:

- **Enhanced regulations and compliance requirements:** Local councils must comply with stricter regulations without adequate compensation for the additional operational costs.
- **Service discontinuation:** Higher levels of governments stop providing certain services, leaving local councils to fill the gap or leave a service void.
- **New or increased fees:** Government agencies impose new or higher fees on local councils to recover their own operating expenses, without providing additional benefits to councils.

Variations to funding from other levels of government can also impact Council's budget. Grants is an important source of revenue for Council but are often tied to the delivery of council services or delivery of new community assets, requiring additional funding from Council's budget. Council needs to be clear about which grants it intends to apply for and the obligations these grants create in the delivery of services or infrastructure.

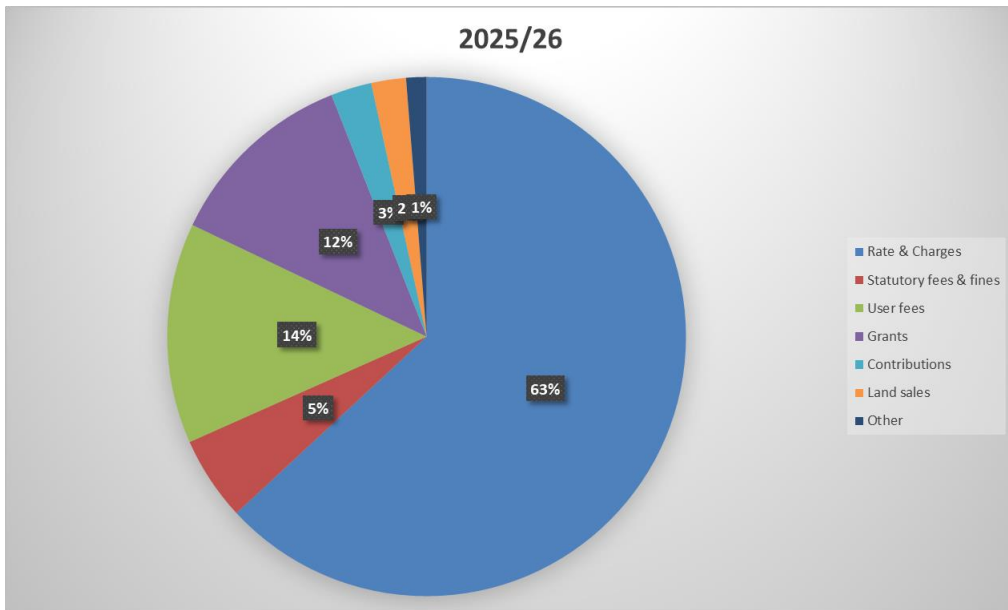
This plan continues to explore opportunities to reduce reliance on rate income. Council is committed to proactively seek suitable new grant funding and maximise fees and charges revenue in line with our price-setting guidelines.

Challenges	Opportunities
Reliance on rate revenue: Rate and charges make up 62% of the Council's total revenue.	New revenue sources: Exploring alternative funding avenues e.g. naming rights, fees and charges review through service-based budgeting, etc.
Rate capping: Continues to constrain Council's ability to increase rates, often set below CPI.	Grant income: Actively seeking grants and ensuring funding through advocacy at all levels of government.
Rising waste disposal costs: The volatility of the waste and recycling industry has led to significant cost increases.	Waste charge: Council does not currently levy a full waste cost recovery service charge and would only consider after undertaking further community consultation. Council will continue to annually assess the necessity of declaring a recycling & waste levy as part of the annual budget cycle
Cost shifting: Direct delegation of responsibilities from higher level of governments without adequate funding.	Economies of Scale: Collaborative procurement effort with other local governments to drive cost-savings.
Community expectations: High expectations for quality services and infrastructure place pressure on the Council to deliver more.	Technological Investment: Opportunity to embed service planning and invest in appropriate technology to improve efficiency of processes and service delivery.

Revenue Snapshot

The following table is a snapshot of distribution of City of Monash’s revenue sources based on the 2024/2025 budget and projected income for the next four years.

Income	Forecast (\$ '000)	Projections (\$ '000)			
	2024/25	2025/26	2026/27	2027/28	2028/29
Rate & Charges	151,333	157,440	162,154	167,304	172,593
Statutory fees & fines	12,885	13,081	13,604	14,148	14,714
User fees	30,780	34,250	36,120	37,565	39,067
Grants	40,335	29,829	28,192	27,679	28,182
Contributions	6,463	6,362	6,434	6,571	6,711
Land sales	74,131	5,380	96,312	1,345	1,379
Other	3,264	3,168	4,156	5,392	4,789
Total	319,192	249,509	346,972	260,003	267,435



Revenue Sources

In the following section, we will delve into the framework guiding Council's decisions regarding the various revenue sources listed in the previous section.

Annual Rate and Charges

Council rates are a property-based tax used to fund essential public services and community initiatives. Rates are a tax, not a fee for service, and entitle residents to a range of services regardless of individual consumption.

The purpose of the rating plan is to explore rating options available to the Council under the Local Government Act 1989 and how these options contribute to an equitable rating strategy. Council may consider several options in determining its rating plan such as:

- The choice of valuation base (Capital Improved Value, Site Value or Net Annual Value)
- Uniform versus differential rating (and how to determine equitable levels for differential rating)
- Fixed service charges for waste collection (Service Charge or Service Rate)
- Fixed municipal charge to cover the cost of Council administration
- Special rates and charges, and other levies under the Act.

In preparing a rating plan, it is necessary to consider good practice taxation principles to ensure fairness and efficiency. Examples of these principles are:

- **Wealth Tax:** Rates based on property value, not service consumption.
- **Equity:**
 - **Horizontal Equity:** Similar rates for similar situations, ensured by accurate property valuations.
 - **Vertical Equity:** Higher rates for those better off, reflecting progressive taxation.
- **Benefit:** Connection between consumption/benefit and rate burden.
- **Capacity to Pay:** Ratepayers' ability to pay.

For a more in-depth reference to various legislations governing rates, and explanation of various rating principles, please refer to Appendix A and Appendix B.

Equitable distribution of rates and the role of property valuation

Rates are distributed among ratepayers based on the relative value of their properties within the municipality. Properties are revalued annually by the Victorian Valuer-General to ensure a fair distribution of the rates burden. This system, set by State Government legislation, means that if you own a certain percentage of the total property value in the municipality, you pay the same percentage of Council's total rate revenue (this is true if Council adopts uniform rating instead of differential rating).

Property taxes do not consider individual debt levels or income received by property owners, and there is no direct link between the amount of rates paid and the level of council services received. Essentially, the rating system is a tax on the wealth stored in the value of properties, meaning those with higher-valued properties relative to others within the municipality pay a larger share of the rates.

While there is a general assumption that higher-valued properties indicate a greater capacity to pay, Council appreciates that this is not always the case, as some property owners may be asset-rich but cash-poor.

Please refer to the rebate and hardship assistance sections for information on how Council assist ratepayers who are experiencing difficulties in paying their rates.

Valuation base

Under the Local Government Act 1989, councils have three options for the valuation base:

Valuation Method	Definition	Usage	Advantages	Disadvantages
Capital Improved Value (CIV)	Value of land and improvements.	Most common, used by most Victorian councils.	<ul style="list-style-type: none"> • Reflects market value • Supports equity • Allows adoption of differential rates 	<ul style="list-style-type: none"> • May not reflect income levels of property owners
Site Value (SV)	Value of land only.	Not used by any Victorian councils.	<ul style="list-style-type: none"> • May encourage development of commercial/industrial properties 	<ul style="list-style-type: none"> • Shifts rate burden to residential sector. • Less equitable
Net Annual Value (NAV)	Rental valuation based on CIV (5% of CIV for residential and farm properties. For commercial and industrial properties, the higher of NAV or actual market rental).	Less common, linked to CIV.	<ul style="list-style-type: none"> • Reflects rental value for commercial and industrial properties • Allows adoption of differential rates 	<ul style="list-style-type: none"> • Harder to understand • May not represent actual market value for residential properties

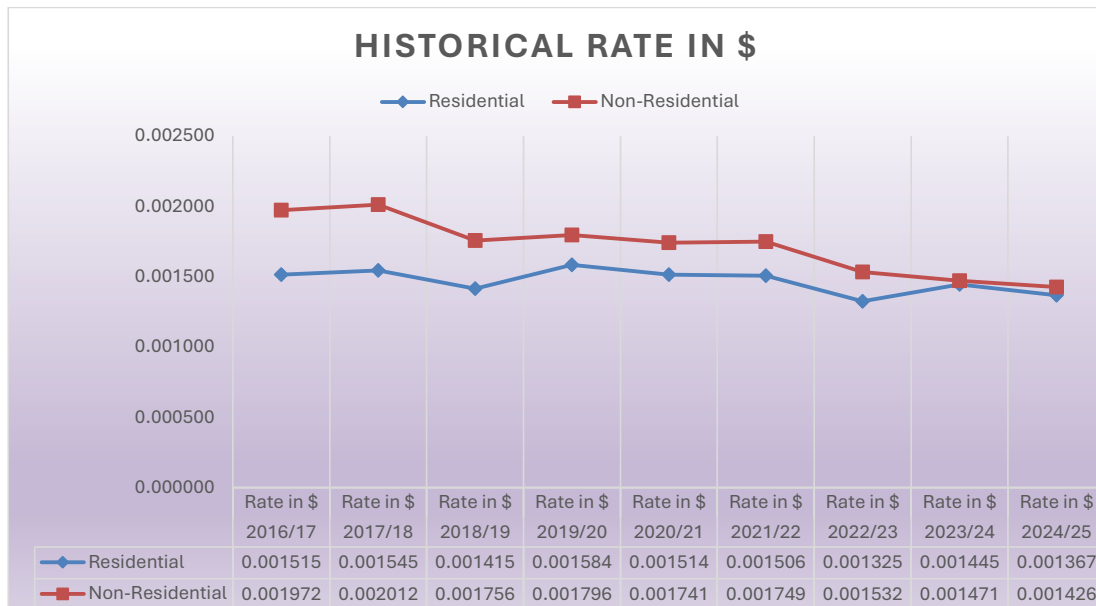
Strategy Recommendation
Monash City Council to continue levying Rates using the Capital Improved Valuation (CIV) methodology.

No Windfall Gain (Common misconception)

There is a common misconception that rising property valuations result in additional income for councils. However, the revaluation process only redistributes the rate burden across all properties, offsetting any increase in total valuations with a reduction in the rate in the dollar (Chart below showing trend of decreasing Rate in \$ as total property valuation increases over the years). Total income is fixed each year as part of the budget process, which includes:

- Base rates income from the previous financial year
- Annualized growth in supplementary income
- Adjustment by the Ministerial rate cap percentage

Councils only seek to increase revenue in line with the Ministerial Rate Cap to account for CPI and increase in costs to deliver services.



Valuation and Rate Cap

General rates typically increase annually by the Victorian Government's rate cap, set by the Minister for Local Government. This cap applies to overall rate revenue, not individual properties. Changes in individual property rates depend on their valuation movement relative to the average across the municipality. The annual revaluation can significantly re-align rate distribution but does not provide additional revenue overall.

Example of revaluation impact on rate increase/decrease for a specific property:

- Assuming total property values in the municipality increase by an average of 10% and the rate cap is 3%:
 - An increase in a specific property value by 10% would result in a 3% rate increase.
 - If the specific property value increase by less than 10% or experienced a decrease, it would experience a rate increase of less than the rate cap of 3% or a decrease.
 - If a specific property value increase by more than 10%, it would result in a rate increase of more than 3%.

Objections to Property Valuation

The Valuation of Land Act (1960) allows property owners to object to property valuations or the Australian Valuation Property Classification Code (AVPCC) within two months of receiving the original or amended Rates and Valuation Charge Notice (Rates Notice). If the notice was not originally issued to the occupier, the objection period extends to four months. Objections must be submitted in writing to the relevant council. Objections must follow Division 3, sections 16-21 of the Act.

The Act was amended in 2006 to:

- Improve the objection process
- Reduce lengthy and costly disputes
- Facilitate information sharing and exchange
- Streamline referrals of objection dispute to VCAT
- Manage the awarding of costs
- Valuer General notifications and certification of supplementary valuations

Property owners can also object to site valuations upon receiving their Land Tax Assessment. Appeals can be made within two months of receiving the Land Tax Assessment via the State Revenue Office.

Further information can be obtained by accessing the Land Victoria web site at www.propertyandlandtitles.vic.gov.au/valuation/council-valuations

Supplementary Valuations

Supplementary revaluations align the value of affected properties with the general valuation of other properties in the municipality. The rights and process to object to supplementary valuations is the same as outlined in the section above. Supplementary valuations are conducted for various reasons such as:

• Rezoning	• Extensions
• Subdivisions	• Occupancy changes
• Amalgamations	• Corrections
• Renovations	• New constructions

The **Victorian Valuer-General** (VGV) is responsible for carrying out these supplementary revaluations and informs the Council monthly about any changes in valuation and the Australian Valuation Property Classification Code (AVPCC).

Rating Structure

The Local Government Act provides flexibility for councils to adopt a rating system that is appropriate for their municipality. Key sections include:

- **Section 155:** Allows councils to declare general rates, municipal charges, service rates, and special rates on rateable land.
- **Section 94(2) of the Local Government Act 2020:** Requires councils to adopt a budget by June 30, and include the following information:
 - Total amount to be raised by rates and charges.
 - Description of any fixed rate components.
 - Statement on whether rates will be uniform or differential.
 - Depending on the decision to declare uniform rate or differential rate, matters specified in sections 160 and 161(2) of the Local Government Act 1989 for uniform and differential rates, respectively.

Type of Charge	Description	Basis
General Rates	Based on property values (CIV, NAV or SV). These form the central basis of rating under the Local Government Act and form the bulk of councils' rates and charges revenue.	Property values (CIV, NAV, SV)
Municipal Charges	A fixed charge per property to cover some of the administrative costs of the Council. Applying this charge ensures that all properties contribute to the basic costs of council operations. Total revenue from municipal charge cannot exceed 25 per cent of the total revenue raised from general rates.	Fixed charge per property
Service Charges	A fixed charge that is a 'user pays' component for services provided by the Council, reflecting the benefits to ratepayers who use these services.	Fixed charge
Service Rates	Similar to service charges, these are specific rates levied for particular services provided to properties. Service rate is based on property values instead of a fixed charge.	Property values (CIV, NAV, SV)

General Rates - Uniform vs Differential Rating

Councils can apply either a uniform rate or differential rates to distribute the rate revenue equitably. These methods differ in application, administration, and appeal mechanisms.

Uniform Rate

A uniform rate is a single rate in the dollar applied to the value of all rateable properties.

Advantages	Disadvantages
Efficient to administer	May not account for the level of access or benefit derived from council services
Transparent and easy to understand	

Differential Rates

Differential rates allow councils to set different rate in the dollar for different property classes. In accordance with the Local Government Act, Council must strive to achieve the best outcomes for the local community, considering the long-term and cumulative impacts of its decisions. Additionally, the Council must ensure that rates and charges are imposed equitably.

These requirements mean that declaration of differential rating must be accompanied by a description of the types or categories of land that are subject to each rate, along with an explanation of the rationale behind the use and level of that rate for those specific types or categories of land.

Decisions on differential rating are heavily influenced by the **Ministerial Guidelines for Differential Rating, published in 2013**.

Advantages	Disadvantages
Flexibility to distribute the rate burden between groups of ratepayers, linking it with capacity to pay	A lower rate for one group increases the burden on others
Reflects unique circumstances of certain land classes (e.g., farming enterprises)	Difficulty in measuring relative access and consumption of council services
Facilitates appropriate development in the community's best interest	Potential confusion among ratepayers
	Complexity in administration

Council's rating structure comprises of two key elements:

- property values, bases on CIV; and
- differential rates in the dollar to reflect use of services provided by Council

Maintaining a proper balance between these elements helps to achieve equity in distribution of the rate burden across residents.

- Rating, through the application of higher differentials recognises the ability of some ratepayers to obtain concessions from the tax deductibility of Council rates and provides for a series of differential rates.
- Cultural and Recreational Land is subject to a rate concession in accordance with the requirements of Section 161 of the Act and the Cultural and Recreational Lands Act 1963, which require for a council to grant a rating concession to any 'recreational lands' which meet the test of being 'rateable land' under the Act. The current recreational land discount is equivalent to 60 percent of the rates (excluding charges) payable

Rating in Monash

Monash City Council uses differential rates to set different rates in the dollar for various property categories. Since 2015/16, Council adopted two differential rates:

1. Residential rate
2. Non-Residential rate

Monash introduced differential rates to address the issue of residential ratepayers taking on more of the rate burden due to a faster increase in residential property values. Council decided that commercial and industrial landowners should bear a slightly higher rate burden so that the distribution of rates remain equitable. This was done by ensuring the ratio of rate revenue contributed by Non-residential properties to remain at 14%.

Properties are classified according to the Australian Valuation Property Classification Code (AVPCC) as adopted by the Valuer-General Victoria (VGV) for annual revaluation.

Over the next four years, Monash will continue to declare two differential rating for the following categories:

- Residential
- Non-Residential

Objective of the rates and characteristics

The types and classes of rateable land within the differential rate categories include those with the relevant characteristics described below. The types of buildings on the land within the differential rate categories include all existing buildings and those that will be constructed before the end of the relevant financial year. The geographic location of the land within the differential rate categories is determined by its position within the municipal district, without considering ward boundaries.

The rate level for land in each category is deemed appropriate to contribute to the Council's budgeted expenses, considering the land's characteristics. The objective of the residential rate is to ensure that all owners of land make an equitable financial contribution to the cost of carrying out the functions of Council.

Residential Rate

Residential Land is any land, which is:

- occupied for the principal purpose of physical accommodating persons (residential purpose); or
- on which a habitable building is erected, which building is unoccupied, and which is zoned Residential under the Monash Planning Scheme; or
- vacant land subject to the residential land rate, determined by planning scheme zoning, specifically land zoned as residential under the Monash Planning Scheme.
- any land which is not otherwise classified as Commercial, Industrial or Primary Production land.

Non-Residential Rate

Non-Residential land is any land, which is:

- classified under the AVPCC categories as being either Commercial, Industrial or Primary Production; or
- used predominantly for commercial and/or industrial and/or primary production purposes; or
- otherwise zoned Commercial, Industrial or Primary Production under the Monash Planning Scheme

Strategy Recommendation

Monash City Council to continue applying differential rating as its rating system.

Municipal Charge

Under Section 159 of the Local Government Act (1989), councils can declare a municipal charge to cover some administrative costs. The legislation does not specify what constitutes administrative costs, nor does it require councils to specify what is covered by the charge.

Total revenue from a municipal charge must not exceed 20% of the combined revenue from the municipal charge and general rates. The application of a municipal charge represents a choice to raise a portion of rates by a flat fee for all properties, rather than solely using the CIV valuation method.

This strategy recommends that council continue to not apply a Municipal Charge.

Arguments For	Arguments Against
Applies equally to all properties which can be argued as being fair	Regressive in nature, leading to higher overall rates for lower-valued properties.
Based on recovering fixed costs of providing administrative services irrespective of valuation	Loses the equity objective of levying rates against property values.

Strategy Recommendation
Monash City Council to continue not to raise a municipal charge.

Service rates and charges

Service rates and charges are mechanisms available (LGA 1989 s.162) to councils to fund various services provided to the community such as:

- waste, recycling or resource recovery services;
- any other prescribed service.

The benefit of a service charge or rate is that it is easily understood by residents as a fee for a direct service they receive. It also ensures fairness in the rating system, as all residents who receive the same level of service pay an equal amount.

However, the drawback of a service charge, similar to the municipal charge, is its regressive nature. A fixed charge on a lower-valued property represents a much larger proportion of the overall annual rates and charges compared to a higher-valued property. Horizontal vs vertical equity (*refer to rating principles in Appendix B*) should be considered in deciding whether to introduce a service charge or a service rate.

Service Charge in Monash

Monash City Council currently applies a service charge under Section 162 of the Local Government Act (1989), in the form of a recycling & waste levy. This levy was introduced in 2018/19 to address the additional costs associated with the recycling crisis and sharp increases of the State’s EPA landfill levies in recent years.

The recycling & waste levy is a partial cost recovery mechanism for management of waste in Monash. Under Section 171 of the LGA, a full rebate for the recycling & waste levy is available for eligible pensioners.

The current recycling and waste levy has been effective in addressing immediate financial challenges. Council does not currently levy a full waste cost recovery service charge and would only consider after undertaking further community consultation.

Strategy Recommendation
Council does not currently levy a full waste cost recovery service charge and would only consider after undertaking further community consultation. Council will continue to annually assess the necessity of declaring a recycling & waste levy as part of the annual budget cycle and continue to provide a full rebate for eligible pensioners.

Special rates and charges

Section 163 of the Local Government Act (1989) allows councils to declare special rates, charge, or a combination of both for the purposes of:

- Defraying any expenses
- Repaying with interest any advance made, debt incurred, or loan raised by the Council

These rates and charges can be applied if the Council believes that the function or power being performed will provide a special benefit to the persons required to pay the special rate or charge.

Key points:

Aspect	Details
Procedural Requirements	Councils must follow detailed procedures to introduce a special rate or charge, including the application of funds derived from this source.
Proof of Special Benefit	Councils must prove that the special rate or charge provides a special benefit to those being levied.
Appeal Rights	Section 185 of the Act provides appeal rights to the Victorian Civil and Administrative Tribunal (VCAT). The Tribunal has wide powers and can set aside the rate or charge if certain criteria are not met.

In summary, there may be instances where special rates and charges may be a more equitable and appropriate method to fund certain projects or services instead of funding via general rate.

Strategy Recommendation

Monash City Council to continue utilising special rates and charges for:

- Raising funds for dedicated purposes such as marketing and promotional schemes for traders associations of activity centres
- Environmental Upgrade Agreements (EUA) to promote environmental sustainability initiatives with businesses (for example, solar panels installation)

Rate Concession Rebate and Exemption

A rebate is a mechanism through which a targeted group receives a discount or concession to achieve certain objectives. These rebates are funded through the general rates pool, and the amount required to fund the rebate is incorporated into the total rates and charges requirement. For transparency, the amount of any rebate or concession funded by ratepayers should be declared annually.

Council may grant rebates or concessions for the purpose of:

- to assist the proper development of the municipal district.
- Used to preserve, maintain, and restore historical, environmental, architectural, or scientific buildings or places of interest.

Conditions or undertakings may be required, and if not met, the rebate or concession may need to be repaid in part or in full.

Pensioner Rebates:

- The government-funded indexed rebate is provided under the Municipal Rates Concession Scheme.
- Eligible for holders of a Centrelink or Veterans Affairs Pension Concession card, or a Veteran Affairs Gold card (TPI or War Widow).
- Applies to the sole or principal place of residence.
- For 2024/25, the rebate is \$259.50, with an additional \$50 rebate to offset the Fire Services Property Levy.
- Monash also applies a further \$50 for eligible pensioners.
- Full rebate for the recycling & waste levy for eligible pensioners.
- Upon initial application and verification, ongoing eligibility is maintained unless rejected during the annual verification process.
- New applicants can apply for the rebate at any time throughout the rating year, with retrospective claims up to one previous financial year approved by the Council. Claims prior to this period require approval from the relevant government department for up to an additional three years.

Exemptions from Rating

The *Local Government Act* (1989) Section 154 declares that all land is rateable with a number of exceptions including:

- Crown land used for municipal purposes
- Land used exclusively for charitable purposes
- Residences of practicing Ministers of Religion
- Certain land used for mining purposes
- Clubs or memorials under the Patriotic Funds Act
- Returned Services League and related associations

Generally, land is not considered exclusively for public municipal or charitable purposes if it:

- Is a residence
- Is used for retail sale of goods
- Is used for carrying on a business for profit

Strategy Recommendation
<p>Monash City Council to continue:</p> <ul style="list-style-type: none"> • To promote the pensioner rebate provided by the Victorian Government to ratepayers who may qualify for the rebate • Applying an additional \$50 rebate for eligible pensioners • Full rebate of the recycling & waste levy for eligible pensioner ratepayers • Periodically review non-rateable properties to ensure eligibility for exemption

Cultural & Recreational Land

The *Cultural and Recreational Lands Act 1963 (CRLA)* mandates that councils follow a distinct process to set a charge 'in lieu of rates' for eligible properties. This policy outlines the parameters for determining the CRLA charge.

Under the CRLA, if land qualifies as 'recreational lands,' it is exempt from rates under the Local Government Act 1989. Instead, councils levy a charge deemed 'reasonable.' This applies to some council-owned properties leased exclusively for outdoor recreation, such as bowls, tennis, and sporting clubs.

Councils must consider rating discounts for these properties based on the community benefits and services provided. Properties classified as Cultural and Recreational lands are initially rated as commercial properties, with a discount applied thereafter.

The CRLA allows councils to grant rating concessions for 'recreational lands,' defined as:

- Lands vested in or occupied by bodies promoting cultural, sporting, or similar activities, which reinvest profits into their objectives and prohibit member dividends.
- Must be used for outdoor sporting, recreational, cultural purposes, or as agricultural showgrounds.

Councils must consider rating discounts for these properties based on the community benefits and services provided. As of the conception of this plan, there are 6 privately owned properties, and 20 Council-owned leased properties classified as cultural and recreational lands. These properties are initially rated as commercial properties and a discount of 60 per cent applied to the calculated rates.

For more details, please refer to the Cultural and Recreational Lands Act Policy on the Council's website.

Strategy Recommendation

Monash City Council to continue:

- Applying a 60% concession on eligible Cultural & Recreational Lands
- Annually review the eligibility of these lands and other lands that may fit the eligibility criteria

Administration and Collection of Annual Rates & Charges

Liability to pay rates

Section 156 of the *Local Government Act 1989* stipulates that the landowner is responsible for paying rates and charges on their land. In certain situations, this responsibility may extend to the occupier, mortgagee, or licensee holder. According to Section 156(6) of the Act, any unpaid rates, charges, interest, or costs are declared the first charge upon the land.

If rates remain unpaid, they can be recovered through legal proceedings. The council has the authority to sell the land to recover any debts resulting from the non-payment of rates or charges, including the costs associated with legal action.

Payment Options

Council, in accordance with the *Local Government Act 1989 Section 167 (1)* **must** allow for the payment of rates by four instalments per annum. Council **may** also allow a person to pay in a single lump sum payment in accordance to *Local Government Act 1989 Section 167 (2)*.

A rate notice must be issued at least 14 days before the first instalment payment is due. This notice must contain information prescribed in the Local Government (General) Regulations 2015, Regulation 10. Monash issues rate notices annually by August in compliance with the legislation.

Payment Option	Due Dates	Reminder Notices
Annual Lump Sum Payment	Single lump sum due by 15th February	No reminder notice issued
Four Instalments	1. 30th September 2. 30th November 3. 28th February 4. 31st May	Reminder notice issued at least 14 days before each instalment due date
Ten Instalments	1st business day of each month from September to June	One instalment notice issued at least 14 days before the due date of the 2nd instalment (Advising the remaining instalments)

Note: To choose to pay by an instalment plan, the ratepayer must pay the first instalment of the plan on or before the due date.

Note: If any of the due dates fall on a weekend or public holiday, the payment is due on the next business day.

Ratepayers can make payments using various methods, including direct debit (bank account or Visa/Mastercard/Amex), online with Visa/Mastercard/ Amex, BPAY, cheque, via an Australia Post agency, Centrepay, or in-person at a Council service center.

Penalty interest on late payments

In accordance with Section 172 of the Act, Council may charge interest on late payments. The interest rate is determined by the Attorney General under Section 2 of the Penalty Interest Rates Act (1983) and is based on the rate applicable on the first day of July immediately before the due date.

Interest is charged on all unpaid balances after the due dates, accruing from the date each missed instalment was due until the account is fully paid, regardless of whether payment is made by instalment or lump sum.

For overdue annual lump sum payers, Monash issues overdue reminder notices and provides an additional 21-day grace period from 15th February to pay any overdue rates before interest is applied.

Payment Plan

As per the *Local Government Legislation Amendment Act 2022 Section 2 Division 4*, a ratepayer can apply to Council to set up a payment plan for overdue rates and charges. This plan can include any interest charged on the overdue amount.

Council will negotiate with the ratepayer regarding:

- How long the payment plan will last.
- The amount of each instalment.
- How often instalments need to be paid.
- Any other terms of the plan.

The payment plan must clearly state all these details and any other required information. Additionally, Council cannot commence legal action or charge penalty interest on outstanding rates and charges when there is an agreed payment plan in place.

Council may cancel a payment plan at any time if the person is not complying with the terms of the plan. If a payment plan is cancelled, the amount owing becomes due and payable and may be recovered by the Council in accordance with the *Local Government Act 1989 Section 180*. However, Council cannot commence proceedings to recover the unpaid amount unless at least 24 months have passed since the payment plan was cancelled.

Council prefers that payment plans for outstanding rates and charges do not exceed 12 months. This policy helps ratepayers avoid situations where payment plans become perpetual. Requests for payment plans extending beyond 12 months will be evaluated on a case-by-case basis.

Debt Recovery Action

If an account becomes overdue, Council will engage a debt recovery agency to assist in recovering overdue rates. This recovery action includes sending letters of demand, SMS messages, emails, and making phone calls. A final overdue notice that includes any accrued interest will also be issued at least 14 days prior to 30th June of each year.

If the account remains unpaid after these efforts, Council may take legal action to recover the overdue amount. However, under the new legislation, Council must first:

- Notify the person liable for the rate or charge in writing, informing them of the arrears
- Advise them of available payment options, including deferrals and payment plans.

Legal proceedings cannot be undertaken unless at least 24 months have passed since this notification and the person has not deferred payment, entered into a payment plan, or used any other available payment option.

If these conditions are met and the account remains unpaid, Council may proceed with legal action, which may include selling the property under Section 181 of the Local Government Act. Alternatively, Council may initiate bankruptcy proceedings instead of selling the property.

Financial Hardship Assistance

Council acknowledges that managing financial hardship is a shared responsibility. Sections 170, 171, and 171A of the Local Government Act 1989 empower councils to defer or waive rates and charges if enforcing payment would cause financial hardship to the ratepayer.

Monash has a Financial Hardship Policy that allows ratepayers to apply for assistance on their outstanding rates and charges if they are experiencing severe financial hardship. The policy ensures that applications are assessed fairly, with integrity, confidentiality, and compliance with statutory requirements, while also considering the impact of unpaid rates on other ratepayers.

Monash's Financial Hardship Policy covers:

- Special arrangements for payment of rates and charges (payment plan).

- Applications to defer payment.
- Applications to waive rates, charges or interest.

A deferral suspends payment for a period, while a waiver permanently exempts the payment. Council may waive penalty interest on compassionate grounds but prefers not to waive rates due to consideration of fairness on other ratepayers who have met their obligations. However, all applications for waivers and deferrals are assessed individually based on the policy criteria.

Council’s current hardship policy can be accessed via [Financial Hardship Assistance | City of Monash](#)

Strategy Recommendation
<p>Monash City Council to continue:</p> <ul style="list-style-type: none"> • Offering 3 payment options to ratepayers (Annual lump sum, 4-instalment, 10-instalment) • Debt recovery activity to ensure timely collection of rates and charges in compliance with legislation • To offer flexible payment plan and assess request for hardship assistance in a fair, respectful and equitable manner

State Government Fire Services Property Levy and Emergency Services and Volunteers Fund

The Victorian Government introduced the Fire Services Property Levy (FSPL) in 2013. This levy, previously included in property insurance premiums, is collected by local councils on behalf of the State Government and listed as a separate charge on council rate notices. The FSPL helps fund the Metropolitan Fire Brigade (MFB) and Country Fire Authority (CFA).

Transition to ESVF: From 1 July 2025, the FSPL will be replaced by the Emergency Services and Volunteers Fund (ESVF). The ESVF will support a broader range of emergency services, including VICSES, Triple Zero Victoria, the State Control Centre, Forest Fire Management Victoria, and Emergency Recovery Victoria, in addition to the CFA and Fire Rescue Victoria (FRV). The vacant land category will be abolished, and vacant land will be reclassified according to its land use.

Aspect	Details
Levy Structure	Similar to the FSPL, the ESVF will have a fixed charge and a variable rate based on property value. The charge and rate may differ for each property classification (Residential PPR, Residential Non-PPR, Commercial, Industrial, Primary Production, Public Benefit). <i>Note: PPR = Principal Place of Residence</i>
Expanded Funding	The ESVF will fund up to 95% of the budgets for various emergency services, including VICSES and Triple Zero Victoria.
Concessions	Pensioners, veterans, and single farm enterprises will continue to receive concessions.
Collection	The ESVF will be collected through local councils and will appear on rates notices.
Exemption	Active volunteers and life members are exempt from paying ESVF on their PPR.

Impact on Monash Properties with mean average CIV

Property Classification	Increase in ESVF Rate (2025/26)
Residential property	Approximately 40% increase
Commercial property	Approximately 80% increase
Industrial property	Approximately 60% increase
Commercial vacant land	Approximately 240% increase
Industrial vacant land	Approximately 260% increase

Fixed charge and variable rate comparison of 2024-25 FSPL vs 2025-26 ESVF

Property Classification	Current rates (2024-25)			Proposed rates (2025-26)		
	Variable rate (cents per \$1,000 CIV)	Fixed charge (\$)	Median liability (\$)	Variable rate (cents per \$1,000 CIV)	Fixed charge (\$)	Median liability (\$)
Residential PPR	8.7	132	191	17.3	136	254
Residential non-PPR	8.7	132	191	17.3	136	254
Commercial	66.4	267	748	133	276	1,240
Industrial	81.1	267	859	133	276	1,247
Primary Production	28.7	267	621	83	276	1,299
Public Benefit	5.7	267	320	5.7	276	329
Vacant	29.0	267	503	N/A	N/A	N/A

Strategy Recommendation

Monash City Council to advocate for:

- The Victorian Government taxes to be collected by a Victorian Government agencies
- Victorian Government taxes to be clearly identified as state charges on Council's rate notices if the State requires Council to collect on their behalf
- Full reimbursement of the costs of collecting the State taxes

Government Grants

Monash actively seek external funding to support prioritized works, aiming to reduce reliance on rate income. Grant revenue, which includes both singular and recurrent grants, is a significant source of income from other levels of government. These grants can be tied to specific projects or used more broadly.

The Financial Assistance Grant, provided by the Commonwealth Government under the Local Government Financial Assistance Act 1995, is distributed annually to 79 local government bodies in Victoria. It consists of two components:

- **General Purpose Component:** Distributed between the states and territories according to population.
- **Local Road Component:** Distributed between the states and territories according to fixed historical shares.

Both components are un-tied, allowing local governments to allocate funds according to local priorities. The local road component is applied to road rehabilitation projects, while the general purpose component funds operations and service delivery.

Monash also actively seek grant opportunities from State and Federal Governments for both operating and capital project funding. This can occur outside the normal budget cycle when opportunities arise. Advocacy to other levels of government is essential to secure grant funding for vital infrastructure and services to reduce the burden on rate income. The costs and benefits of using local funds to leverage higher grant funding are carefully assessed.

When preparing its financial plan, Council considers its project proposal pipeline, advocacy priorities, upcoming grant opportunities, and co-funding options. Grant assumptions are detailed in the budget document, and projects reliant on grant funding proceed only with a signed funding agreement.

Strategy Recommendation

Monash City Council to:

- Continue advocating to secure essential funding for local services and projects
- Carefully deliberate on grant funded services (with consideration to cost-shifting) in each annual budget cycle

Contributions (Cash and Non-Cash)

Monash periodically receives contributions, both in cash and non-cash forms, primarily from developers. Council has strict statutory obligations to adhere to when applying these funds for capital projects. Developers do not dictate how the funds are spent. These obligations can arise from various State Acts (e.g., Subdivision Act 1988) and the Monash Council's Planning Scheme.

These contributions are accounted for using the accrual basis of accounting, which means that assets, liabilities, equity, income, and expenses are recognized in the reporting period they pertain to, regardless of when the cash transactions occur.

- **Monetary Contributions:** Recognised as revenue when control is obtained. These funds are retained in Statutory Reserves and must be used for specified statutory purposes as per legislative requirements. They earn interest but are not available for other purposes.
- **Non-Monetary Contributions:** Assets handed over to the Council are recognised similarly and used for their intended purposes.

Types of Contributions

Contributions can be made in the form of cash payments or asset handovers such as:

- Monies collected from developers under planning and development agreements.
- Monies collected under developer contribution plans and infrastructure contribution plans.
- Contributions from user groups towards the upgrade of facilities.
- Assets handed over to Council from developers at the completion of a subdivision, such as roads, drainage, and streetlights.

Examples of Contributions

Contribution Type	Description
Drainage Contributions	New property developments contribute towards the Council's strategic drainage system. Funds are maintained by catchment area and used for strategic drainage projects within those areas.
Public Open Space	Funds projects that meet the conditions of the Strategy, focusing on increasing open space in identified gap areas and localities with forecast population growth. Contributions to this reserve come from public open space levies under Section 18 of the Subdivision Act 1988.

Strategy Recommendation

Monash City Council to continue:

- to budget for developer contributions for drainage, and public open space
- utilise these funds for capital projects as specified for these reserves

Statutory Fees and Fines

Statutory fees and fines are collected by the Council under the direction of legislation or other government directives. The rates for these fees and fines are typically set by the relevant state government department responsible for the associated services or legislation, leaving councils with limited discretion in their application.

Examples of Statutory Fees and Fines

Fee/Fine Type	Description
Animal Registrations	Fees for registering pets and other animals.
Building and Inspections	Fees related to building permits and inspections.
Food Act Registration	Fees for registering food businesses.
Freedom of Information	Fees for processing information requests.
Infringements and Fines	Penalties for various offenses.
Land Information Certificates	Fees for obtaining land information certificates.

Fee/Fine Type	Description
Planning and Subdivision	Fees for planning and subdivision applications.
Public Health Act Registration	Fees for registering public health-related businesses.
Magistrate Court Fees	Fees associated with court services.
Voting Infringements	Penalties for voting-related offenses.

Penalty and Fee Units

In Victoria, penalty and fee units are used in Acts and Regulations to describe the amount of a fine or fee.

- **Penalty Units:** These units define the amount payable for fines related to various offenses. For example, selling tobacco to a minor incurs a fine of four penalty units. The rate for penalty units is indexed annually to adjust for inflation, with changes taking effect on July 1 each year.
- **Fee Units:** These units are used to calculate the cost of certificates, registrations, or licenses as specified in an Act or Regulation. The cost is determined by multiplying the number of units by the current value of the fee or unit, with the final amount possibly rounded up or down.

Asset Sales

Annually, Council provides detailed information regarding asset sales within its Budget document. These sales typically encompass trade-ins for plant and equipment, as well as other assets such as land, following a formal resolution by the Council to sell. The net profit from asset sales is reported, which generally reflects the difference between the anticipated sale price of an asset and its written-down value as recorded in the Council's Balance Sheet.

User Fees

Council provides a variety of services to the community, often for a fee or charge. These fees are set or recommended by the responsible Council departments. There may be differing pricing structures adopted for different types of services provided based on Council's decision if a service should be subsidised.

Subsidies may be justified by Council policies or community obligations. Concessional fees are determined based on the type of service, balancing individual and community benefits, and users' ability to pay. Cross-subsidisation means that one group may pay higher or lower prices compared to another group. This can occur in several ways:

- **Between users for a specific service:** Different fees and charges are applied to different users, such as concession prices.
- **Between users and ratepayers or services:** Fees, charges, and rates are adjusted to subsidize one group or service with funds from another.

Setting fees and charges is often determined by the notion that the fee charged for a service should correspond with the cost of providing the service, ensuring that the costs borne by Council are fully recovered. Attributes of a service that can affect the ability for a Council to place a fee or charge include whether the operation is a public or private good in nature and if there is any state or federal government legislation or funding conditions prohibiting or setting ceilings for pricing.

Pricing Structures:

1. **Market Pricing:** Prices are set based on benchmarked competitive prices of alternate suppliers.
2. **Full Cost Recovery Pricing:** Prices are set to recover all direct and indirect costs incurred to deliver the service.
3. **Subsidised Pricing:** The full cost of providing the service is not passed onto the customer and is subsequently subsidised by other revenue streams.

Some examples of user fees are:

- Kindergarten and Childcare fees
- Leisure Centre, Gym, and Pool visitation and membership fees
- Waste Management fees
- Leases and Facility Hire fees
- Aged and Health Care Service fees

Cost Considerations

In evaluating the cost of a service, both direct and indirect costs (often referred to as overheads) associated with the service need to be considered. Under National Competition Policy (NCP), Council is also obliged to apply competitively neutral pricing policies to significant business activities that compete with other external service providers.

The full cost of delivering a service or providing a facility includes both direct and indirect costs.

- **Direct Costs:** These are costs that can be readily and unequivocally attributed to a service or activity because they are incurred exclusively for that particular product/activity. Examples include labour costs of staff directly working on service delivery, materials, services, and administration costs.
- **Indirect Costs:** These are costs that are not directly attributable to an activity but support a range of activities across Council. Examples include labour for management and administration, utility charges, training and development, telephones and computers, maintenance, vehicle, and postage costs.

Direct costs to deliver a service tend to be easier to be calculated accurately while calculation of the indirect costs is a more complex exercise. Two widely used methods to allocate indirect costs are activity-based costing and the pro-rata approach (*refer to Appendix E for more in-depth explanation on full service costing*).

Pricing Principles

After calculating the full costs of a service, several questions need to be answered before deciding on prices:

- Do any external constraints apply, such as statutory prices set by the State or Commonwealth Government, or competitive neutrality conditions for significant business activities?
- How would service users respond to any price changes?
- Is a price based on the full cost of the service competitive with other suppliers (nearby councils and/or private competitors)?
- Does Council have a specific policy to subsidise the service or use it as a taxation mechanism?

If a competitive neutrality assessment is required, the following steps are recommended:

1. Determine whether the operation is a significant business activity and subject to the policy.
2. Assess the full costs of providing the services, including all overheads.
3. Identify any net commercial benefits from being government-owned.

If it is found that a significant business activity enjoys a net competitive benefit, Council is expected to set prices that include competitive neutral adjustments unless:

- the costs of applying competitive neutrality outweigh the benefits
- a public interest test (which includes public consultation on costed options) identifies clear public policy objectives to support providing the service at below competitive neutral prices.

Monash's Pricing Policy

Council's pricing policy can significantly influence who can access services (affordability) and how often they can do so. These goals are often achieved through the implementation of subsidies. Monash has developed a range of principles to determine the level of fees and charges to be applied to each service. These principles are:

Principle	Description
Benchmarking	Fees and charges are set in line with other similar services through benchmarking.
Fairness and Equity	Fees and charges are set at a level that is deemed to be fair and equitable to enable the majority of residents to access the service.
Encouraging Participation	In some cases, no fees (or low fees) are charged to encourage participation and positive health and wellbeing outcomes.
Concessions	Concessions are provided where specified in line with State or Federal Government legislation, Local Laws, or a specific Council policy decision.
Compliance with Legislation	Fees and charges are set in line with State or Federal Government legislation, Local Laws, or funding agreements.
Simplicity	Fees and charges are rounded to the nearest dollar or \$0.50 for simplicity.
Gender Impact Assessment	A gender impact analysis (and an intersectional approach where practical) is applied to assess the equity of fees and charges, in compliance with the Gender Equality Act 2020, which requires councils and other organisations to consider and promote gender equality in their policies, programs, and services.
Service Planning	Service planning is conducted annually to ensure accurate cost assessments.
Annual Review and Update	Fees and charges are reviewed and updated annually to ensure they align with the user-pays principle and reflect current costs and benchmarks.

Strategy Recommendation

Monash City Council to continue to apply the above pricing principles to determine the appropriate level of fees and charges for each service

Interest on Investments

Council budgets for interest earned on its cash balances in line with a corporate Investment Policy that sets guidelines for investment of funds, with consideration of risk and rate of return. Investments are made to maximise the return, while ensuring that its liquidity requirements are being met.

Appendix A – Rating legislations

The legislative framework set out in the Local Government Act 1989 determines council's ability to develop a rating system.

Section 155 of the Local Government Act 1989 provides that a Council may declare the following rates and charges on rateable land.

- General rates under Section 158
- Municipal charges under Section 159
- Service rates and charges under Section 162
- Special rates and charges under Section 163.

The recommended strategy in relation to municipal charges, service rates and charges and special rates and charges are discussed in the body of this document.

In raising Council rates, Council is required to primarily use the valuation of the rateable property to levy rates. Section 157 (1) of the Local Government Act 1989 provides Council with three choices in terms of which valuation base to utilise. They are:

- Site Valuation
- Capital Improved Valuation (CIV) and
- Net Annual Value (NAV).

The advantages and disadvantages of the respective valuation basis are discussed further in this document. Whilst this document outlines Council's strategy regarding rates revenue, rates data will be contained in the Council's Annual Budget as required by the Local Government Act 2020.

Section 94(2) of the Local Government Act 2020 states that Council must adopt a budget by 30 June each year (or at another time fixed by the Minister) to include:

- a) the total amount that the Council intends to raise by rates and charges;
- b) a statement as to whether the rates will be raised by the application of a uniform rate or a differential rate;
- c) a description of any fixed component of the rates, if applicable;
- d) if the Council proposes to declare a uniform rate, the matters specified in section 160 of the Local Government Act 1989;
- e) if the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the Local Government Act 1989;

Section 94(3) of the Local Government Act 2020 also states that Council must ensure that, if applicable, the budget also contains a statement –

- a) that the Council intends to apply for a special order to increase the Council's average rate cap for the financial year or any other financial year; or
- b) that the Council has made an application to the ESC for a special order and is waiting for the outcome of the application; or
- c) that a special Order has been made in respect of the Council and specifying the average rate cap that applies for the financial year or any other financial year.

Appendix B – Rating Principles

Having determined that Council must review its rating strategy in terms of the equitable imposition of rates and charges, it is a much more vexed question in terms of how to define and determine what is in fact equitable in the view of Council.

When developing a rating strategy, with reference to differential rates, Council should consider the following good practice taxation principles:

• Wealth Tax	• Capacity to Pay
• Equity	• Diversity
• Efficiency	• Cross border competitiveness
• Simplicity	• Competitive neutrality
• Benefit	

Wealth Tax

The “wealth tax” principle implies that the rates paid are dependent upon the value of a ratepayer’s real property and have no correlation to the individual ratepayer’s consumption of services or the perceived benefits derived by individual ratepayers from the expenditures funded from rates.

Equity

Horizontal equity – ratepayers in similar situations should pay similar amounts of rates (ensured mainly by accurate property valuations, undertaken in a consistent manner, their classification into homogenous property classes and the right of appeal against valuation).

Vertical equity – those who are better off should pay more rates than those worse off (the rationale applies for the use of progressive and proportional income taxation. It implies a “relativity” dimension to the fairness of the tax burden).

Efficiency

Under this taxation principle, the levying of rates should ideally be carried out in a way that minimises the impact that rates have on both residents and businesses decision making on what choices they need to make in both conducting their normal business.

Simplicity

How easily a rates system can be understood by ratepayers and the practicality and ease of administration.

Benefit

The extent to which there is a nexus between consumption/benefit and the rate burden. (Noting again that rates are a form of taxation and not a fee for service).

Capacity to Pay

The capacity of ratepayers or groups of ratepayers to pay rates.

Diversity

Cross-border competitiveness - to what extent does the rating system undermine the competitiveness of Council as a place to live and/or own a property or operate a business?

Competitive neutrality - are all businesses conducting similar activities treated in similar ways within the municipality?

Simultaneously applying all these taxation principles is an impossible task and therefore trade-offs between these taxation principles are necessary. The rating challenge for Council therefore is to determine the appropriate balancing of competing considerations.

Appendix C – Property Valuations

The application of the current rating system starts with the property valuation. In Victoria, the *Valuation of Land Act 1960* requires for all land to be valued in three ways:

- Site Value (SV) is the amount for which the land alone might be expected to sell. It is also known as “unimproved value.” At present, although this method of valuation is used by the Victorian Government to levy land tax, no council bases its rates on this method of valuation;
- Capital Improved Value (CIV) is the amount for which the land and improvements, such as buildings might be expected to sell; and
- Net Annual Value (NAV) which is the greater of either;
 - i. the estimated annual rent for which the land might reasonably be expected to be leased, less some expenses; or
 - ii. five per cent of the capital improved value (CIV) of the land.

Before the 1989 Act, councils levied rates on either SV, NAV or a mixture of both (known as the ‘shandy’ system.) Net Annual Value was the most common valuation base in Victoria for the late 19th century. The CIV system began to be used in Victoria in the 1960s for valuations, enabled by new technologies and data management techniques. The 1989 Act introduced CIV as a third option for rating for councils and, by the late 1990s, most councils had opted to move away from SV and NAV to CIV. The 1989 Act gave councils powers to freely determine property categories under which different rates could be levied if using the CIV base. (These different rates are called “differential rates” and are discussed in section 9.2).

All valued properties in Victoria must be issued an annual notice stating all three types of valuations on the property. This information is provided on the rate notice. The Act requires that a council uses only one of these valuation bases for determining rates for the whole of its municipality but is free to choose which one. The merits of the use of each valuation base in determining rates are contested.

The process of valuation.

When the Valuer-General of Victoria (VGV) values a property, their objective is to determine the likely market value of a property if it were to be offered for sale. A valuation depends on the property’s structure, age, level of maintenance, location and comparable market sales and rental information of similar properties in the area. Other data about properties are compiled, including the building types on the property, quality of soil (relevant for farm properties) and other relevant information to determine market value. Geographic Information System mapping is used to assist and complement the valuation process. Since 2018, property valuations have been undertaken annually in Victoria.

Valuation techniques used for local and state government property taxes and levies are known as “mass appraisal valuations”. This method uses statistical data analysis to allow a large number of properties to be valued within a short time period, while attempting to maintain levels of accuracy similar to a full market valuation which may be used for an individual property valuation and may involve a site visit and internal inspection. The mass appraisal valuation method does not entail a full internal inspection of the property.

Large one-off or unusual property sales are automatically identified as exceptions so that they don’t skew other valuations excessively. Specialist properties are often subject to additional analysis as part of the mass appraisal valuation. The annual revaluation process is undertaken by private sector valuers contracted by the Valuer-General Victoria along with professional valuers employed by the Victorian Government. The valuations are subject to audit by the VGV and valuers are professionally liable for their work.

Ratepayers who believe that the valuation of their property is incorrect may object to a valuation within two months of the rates notice being issued. This may result in a full market valuation should the VGV determine that one is warranted. A council pays the costs of this new revaluation arising from an objection.

Each of the three valuation bases for the allocation of rates have their supporters and detractors.

Proponents of SV consider it a superior base for rates and property taxation more generally because it is efficient and doesn't penalise the ratepayer for any improvements made to the land. They also argue that it best reflects the locational value of land, which is influenced by the local availability of public services and infrastructure such as roads. Council expenditures that improve living and business conditions are capitalised into the value of the land, not the improvements on the land. The submission by Prosper Australia argues that SV is more aligned with capacity to pay and the beneficiary principle than CIV. They further suggest that SV-based taxation can stimulate development which is sustained over longer periods.

Detractors argue that compared to CIV, SV does not correlate as well with overall wealth of the owner because wealthier owners are likely to have larger, more expensive properties (i.e. with more capital improvements) than less wealthy owners.

Advocates of CIV contend that it correlates more closely with a ratepayer's overall wealth and capacity to pay compared to SV and is therefore likely to be more equitable. It was also claimed that CIV is easily understood by the general public as a measure of the value of a property because it is more closely correlated with market value, a concept with which most ratepayers are familiar.

Finally, NAV is favoured by some councils because, owing to the way it is calculated, NAV tends to shift rate apportionment from residential toward commercial properties. At a more practical level, in council areas where a majority of properties are occupied through a lease, NAV offers a highly accurate information base on the properties to which rates are applied.

Note: Local Government Rating System Review Final Report – March 2020 Section 8.2



ASSET PLAN 2025-2034



Asset Plan 2025-2035

The Asset Plan 2025-2035 is our overarching strategic plan outlining the outcomes we seek to achieve over the next four years.

It shapes how we will plan for the future, deliver highly valued services and infrastructure and work collaboratively with and for the community to deliver the Monash Community Vision 2040.

The Asset Plan responds directly to the Monash Community Vision and reflects the contributions made by the Monash community throughout an extensive community engagement process.

The Monash community's vision is by 2040, to be the most liveable city in Victoria.

The right assets, in the right place, at the right time, managed by the right people.

ACKNOWLEDGEMENT OF COUNTRY

Monash Council acknowledges the Traditional Owners of this land, the Wurundjeri Woi Wurrung and Bunurong People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander peoples.

The role of the Asset Plan

The purpose of this Asset Plan (the Asset Plan) is to inform the Monash City Council (Council) commitment to best practice asset management and provide principles for sound asset investment decision making.

The Asset Plan for Council outlines a comprehensive strategy for managing public infrastructure assets over the next decade and beyond, ensuring sustainable stewardship for current and future generations. It is intended to be a public facing document which informs the community on how Council will manage community assets to achieve the Community Vision “to be the most livable city in Victoria”.

The plan details how we will optimise capital and maintenance requirements, balance new assets and growth with current infrastructure to deliver services in line with evolving community needs and expectations.

Strategic direction

Our aim is to support consistent, evidence-based decision-making, engage community and Council in asset management performance reporting, improve links between costs and levels of service, articulate our challenges and risks – all of which will result in more informed community engagement and best use of Council assets in the interest of the community.

The Asset Plan addresses the challenges of balancing economic, socio-cultural, and environmental factors within a finite budget.

Legislative context

All Victorian councils are required to prepare and adopt a long-term financial plan in accordance with the Local Government Act 2020 which requires councils to develop ‘integrated, long-term, and transparent asset

plans to achieve the best outcomes for the community with a timeline of at-least 10 years.’

Council has a legislative responsibility to respond to climate change and transparently disclose to the community identified risk under the Climate Change Act 2017, the Local Government Act 2020, the Environmental Protection Act 2018, the Planning and Environment Act 1987.

Reporting on progress and performance

This Asset Plan will be formally reviewed and updated every four years in line with the Council election cycle to provide opportunities for the new Council to make any required changes.

Intermediary reviews may be undertaken to provide the opportunity to reflect improvements achieved, major financial decisions made, the consideration of any relevant external factors, or changes to long-term capital works programs to ensure the Asset Plan is responsive to our available financial resources over time.

Asset Management Plans

Our Asset Management Plans have a life of four years in line with the council election cycle. They are fully reviewed and updated within two years of each council election. They are also reviewed during the annual budget planning process and updated to recognise any material changes in service levels or resources available to provide those services as a result of budget decisions.

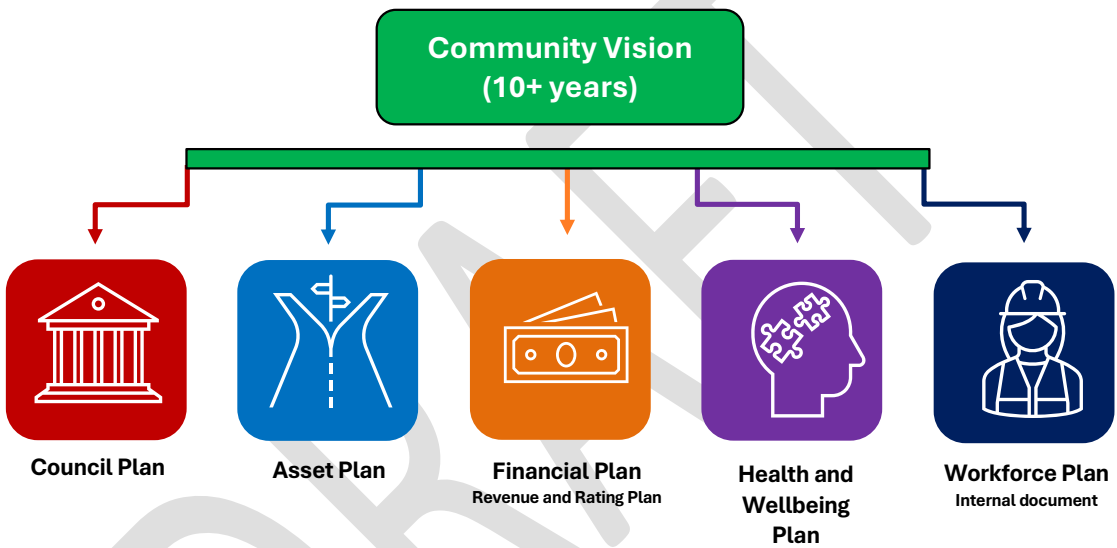
Reporting on service levels and other performance measures is undertaken as part of our Annual Report.

Integrated Planning

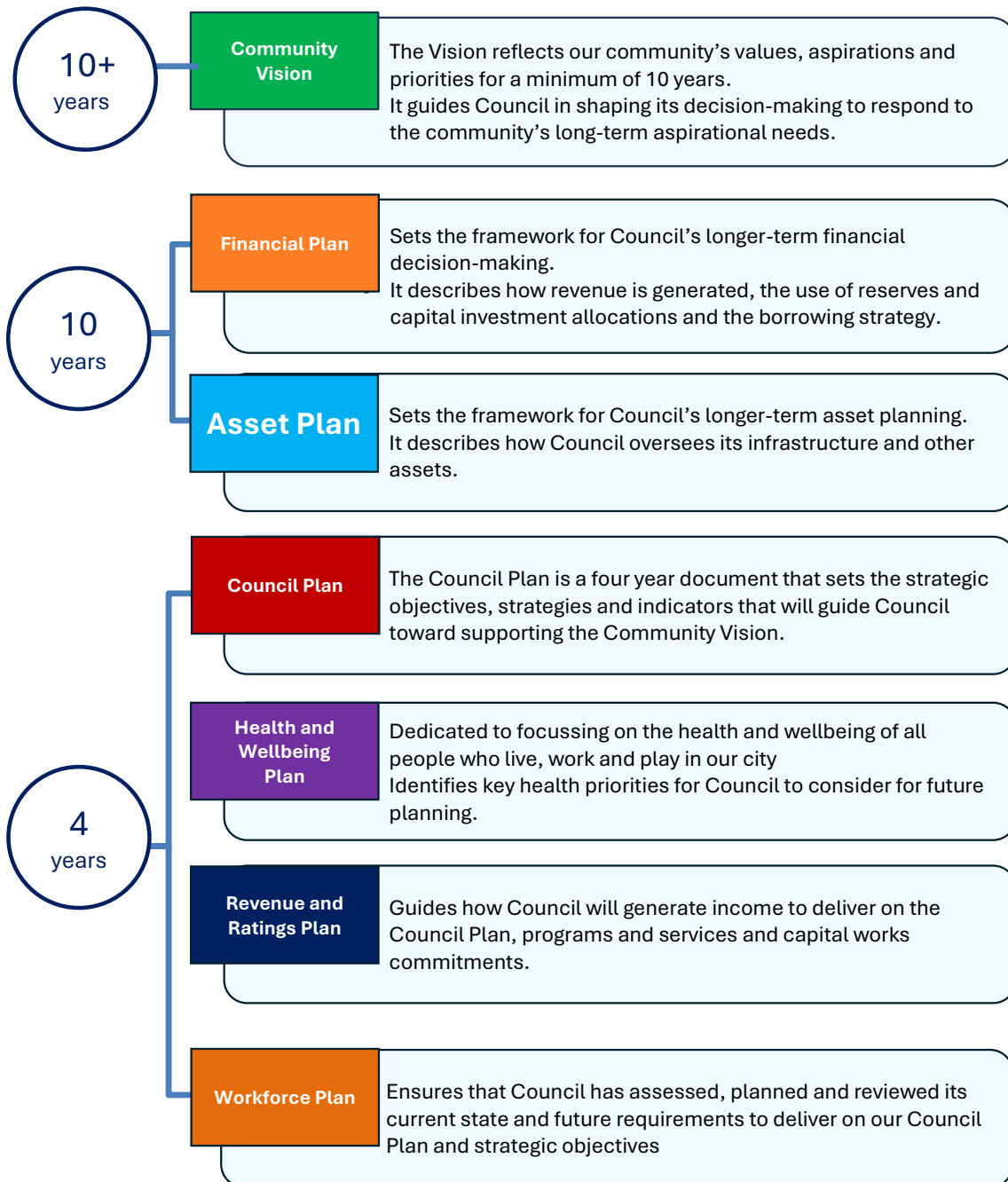
The Asset Plan 2025-2034 has been developed in accordance with the requirements of the Local Government Act 2020 which requires councils to ensure strategic planning is more integrated, transparent and focused on delivering outcomes for the community.

The ‘Act’ requires councils to develop strategic documents that are informed by deliberative community engagement and meet the requirements of the Community Vision.

The diagram below demonstrates how the plans work together to provide clear direction for our organisation, ensure services and projects are strategically aligned and delivering value for money, as well as helping to ensure we deliver on our commitments to the community.



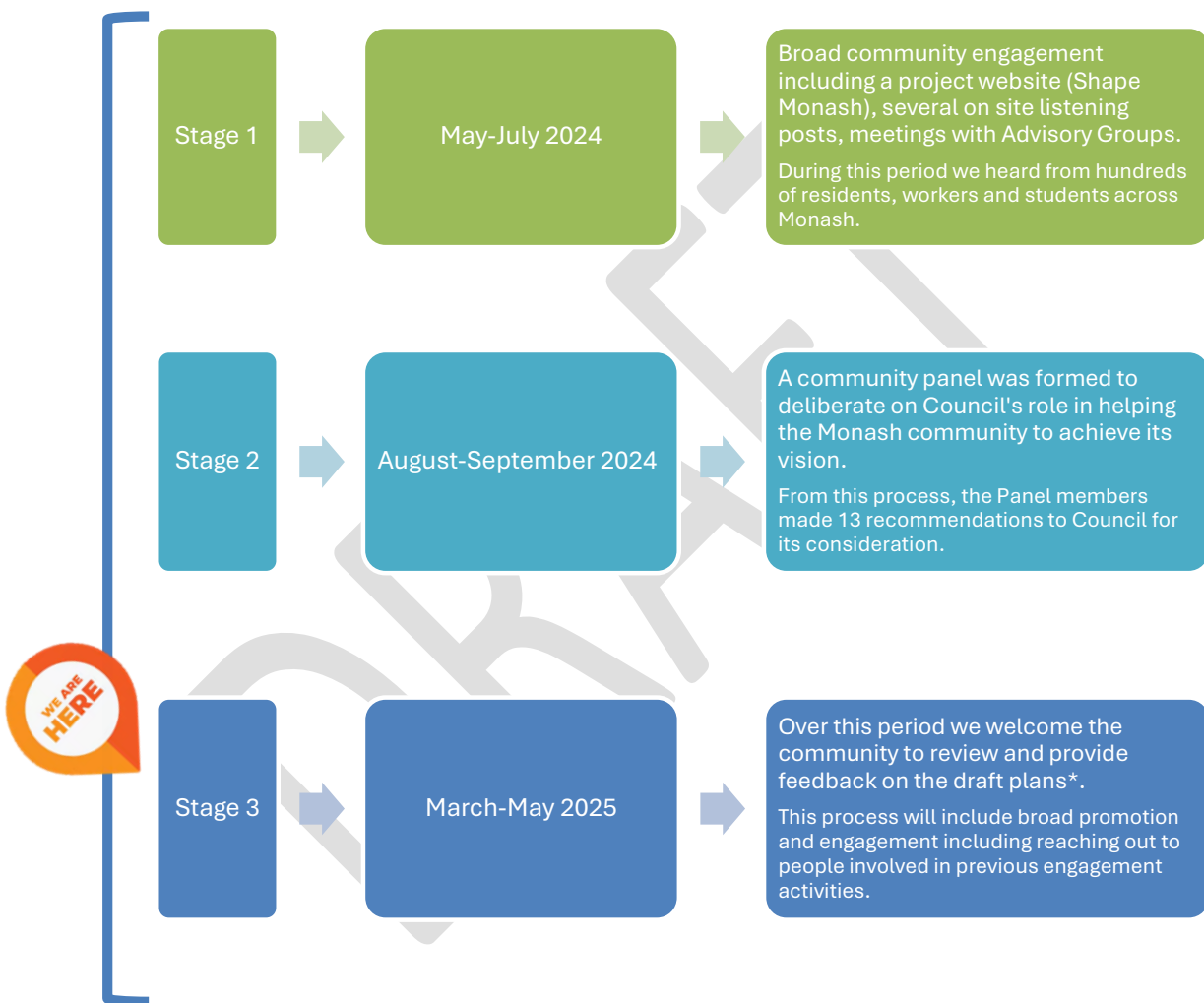
Relationships between the integrated plans



Community Input

The Asset Plan was developed in accordance with the requirements of the Local Government Act 2020 and in partnership with the Monash community.

It was informed by a community engagement program and deliberative process which considers the needs of all people who live, work and play at Monash.



* Supported by promotional activities including social media and Monash publications.

Asset Planning Results (Snapshot)

Source: Stage 1 Community Engagement

Rating Council priorities

When asked the community to rank eight priorities for Council. The overwhelming majority of votes received during our extensive community engagement program related to assets.

Rank	%	Council Plan priorities
1	73%	Plan, build, renew and maintain community infrastructure, assets and public spaces

Asset preferences

We asked the community to vote on their preferences when overseeing our assets:

Rate	Asset preferences
87%	Renew and modernise our existing facilities
66%	Prioritise using environmentally friendly and sustainable methods infrastructure projects
55%	Continue maintaining our current single use facilities
55%	Spend money on investing in assets where there is the most need

Asset priorities for the next 10 years

We asked the community to vote on what assets they would like to prioritise:

Rank	%	Asset priorities for the next 10 years
1	66%	Parks and open spaces
2	59%	Roads, drains and footpaths
3	38%	Street trees and bushland

Our Plan



Long term decision making

- Balancing community needs with responsible spending
- Optimising available funding to reduce long term risk
- Transparency in allocating funding to individual program
- Prioritising New, Upgrade and Renewals with the focus on future needs



Financial Planning

- Average annual capital expenditure = \$xx M
- Infrastructure value per capita = \$xx K
- Infrastructure spend per capita = \$xx
- Asset Funding Renewal Ratio xx%
- Consumption Ratio= xx%



Challenges and opportunities

- Ageing infrastructure asset base
- Balancing community expectations against available budgets and affordability
- Climate change impacts
- Population growth and demographic shift



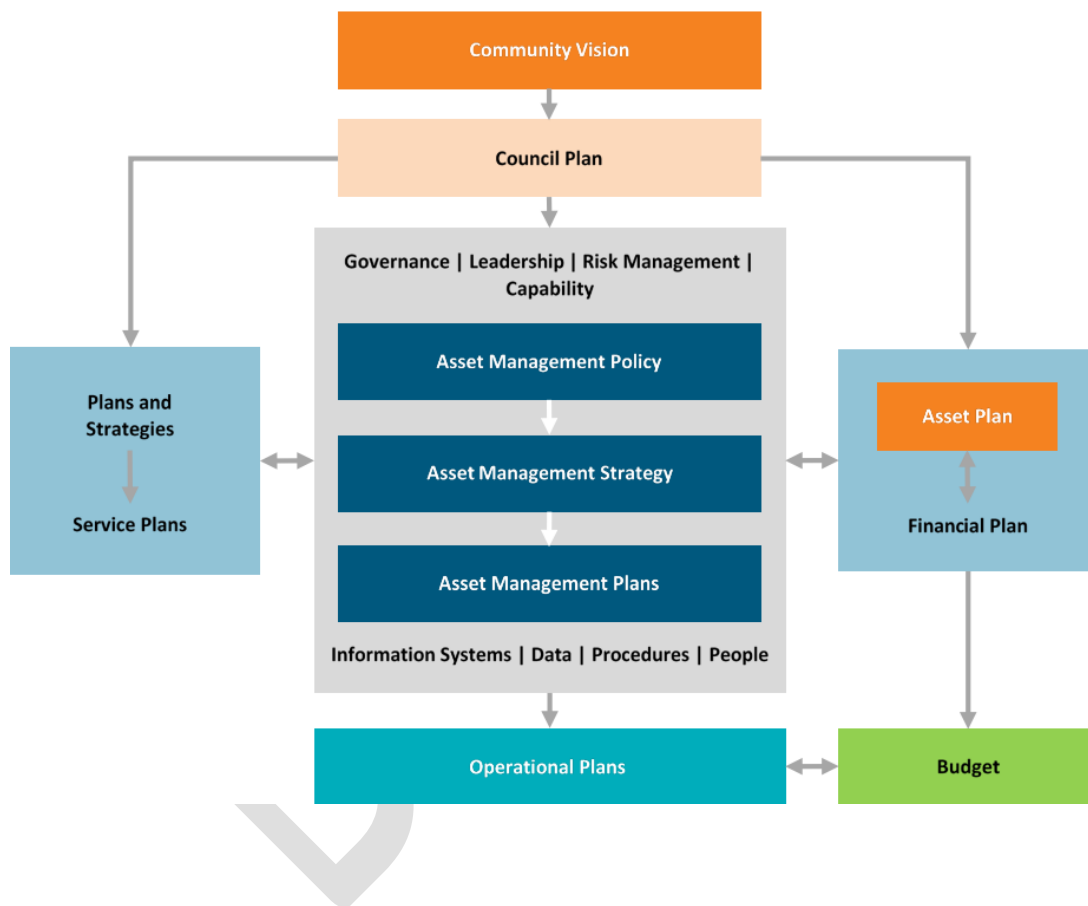
Strategic improvement initiatives

- Deliberative community engagement
- Ensuring assets are utilised, fit for purpose and sustainable
- Adopt annual level of service vs cost review approach
- Implement a climate resilient infrastructure plan

Note- The Financial Planning figures will be populated following the finalisation of the Finance Plan.

What is asset management?

Asset management refers to the coordinated series of activities that monitor and maintain things of value—in this case, physical assets. This involves balancing risk, cost, opportunities, and performance to realise the value of an asset fully and effectively over its entire lifespan. Ultimately, asset management is a way to align strategic planning with infrastructure and service delivery in the real world considering what assets people need and how these assets are made to last and perform best.



Monash Strategic Asset Management Framework

Lifecycle approach to asset management

Planning and design

When identifying asset requirements that meet service delivery needs over the long term, whole-of-life costs and other factors such as affordability, equity, maintainability and the environment are considered.

Creation and acquisition

Before constructing, expanding, upgrading or acquiring a new asset, alternative service delivery solutions are considered such as leasing or strategic partnerships. Any new build is supported by a life cycle cost that informs the Financial Plan for long term maintenance and renewal needs.

Maintenance and operations

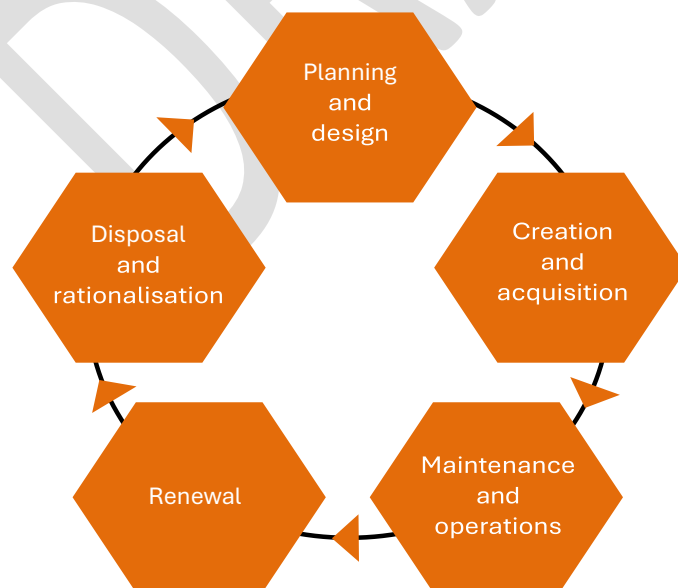
Each asset's operations are monitored consistently over their useful life. A program of planned condition assessments, maintenance and servicing is undertaken to minimise ongoing costs and the risk of asset failure and to ensure the asset remains operational, safe and compliant.

Renewal and Upgrade

Existing assets are replaced only when they have reached their intervention state– that is, they no longer support the required level of service delivery. Prioritisation of such works is based on criticality of the service and associated assets.








Disposal and rationalisation

Where an asset no longer directly supports the required level of service delivery, decommissioning or rationalisation of the asset to reduce lifecycle costs is considered as part of long-term financial planning.



Our assets – a snapshot

While we manage an extensive portfolio of assets, this Asset Plan only covers all infrastructure that is under the control and is recognised as an asset of the City of Monash. Our infrastructure assets include:

	Asset class	Asset portfolio	Quantities
	Buildings	Including neighbourhood houses to community centres, sporting pavilions and the Civic Centre	358
	Stormwater drainage	Underground pipes Pits	1 152 kilometres 46,144
	Open space	Playgrounds Sports grounds	137 within reserves 42 associated with Council owned Kindergartens and community facilities 70
	Other infrastructure	Sportsground lighting Street lights on facilities, reserves and carparks Flag and banner poles	600 950 141
	Pathways	On-road footpaths Shared pathways	1500 kilometres 50 kilometres
	Roads and car parks	Local Roads Right of ways Off-street carparks	748 kilometres 20 kilometres 221
	Structures	Bridges and boardwalks Retaining walls Free standing walls	59 521 26

Future Challenges and Opportunities

There are some issues facing Council that can dictate how we plan for the future and what direction is taken. They may impact on how we deliver our assets and services.



Climate and environment influences and impacts such as El Nino/El Nina.



Our aging infrastructure (community buildings, roads).



Population growth = More dwellings, infrastructure, community facilities.



Rapid changes in technology.



Community needs and expectations of Council.



Competing service priorities and increasing costs impacting asset investment.

Our asset investment strategies (Strategic Objectives)

We will plan our assets so that they will continue to support quality living, economic development, and the environmental sustainability in the long-term.

Investment in asset maintenance and renewal will be balanced by significant investment in new and upgraded assets to meet current and future demand across the region as we grow and change.

We will invest in ensuring Council assets and infrastructure are climate resilient, implement circular economy principles, are powered by renewable energy and energy efficient technology, transition away from gas, and prioritise water sensitive urban design and urban greening and cooling.

Maintaining integration between our Asset Plan and Financial Plan is key to ensuring that future funding is allocated in a way that supports service delivery and effective asset management.

Our asset investment strategies align with our asset management and financial planning principles.

We will aspire to:

- Optimise asset life through timely and effective maintenance.
- Continue to place a high priority on renewing our ageing assets using circular economy and decarbonisation principles.
- Continue to transition assets away from gas and move to energy efficient and renewable energy technologies.
- Manage the impacts of growth by being strategic in how we plan for our future asset needs.
- Comply with our obligations by actioning legislated standards in asset planning and development.

- Provide affordable services by balancing community needs and aspirations with what ratepayers can afford.
- Build climate resilient assets that not only deliver the best outcome for our community but also the best outcome for the environment.
- Utilise water sensitive urban design to maximise urban greening and cooling.
- Climate Adaptation Strategies for Infrastructure: Assess and adapt infrastructure to withstand the impacts of climate change.

Council continues to reduce its emissions through delivery of the Zero Net Carbon Action Plan 2020-2025 and is on track to achieve net zero emissions by 2025. We will then seek to align climate adaptation approaches with our zero net emissions approach through the development of a Climate Resilience Plan, guiding work to continue reducing emissions whilst minimising the adverse effects of a changing climate.

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Levels of service

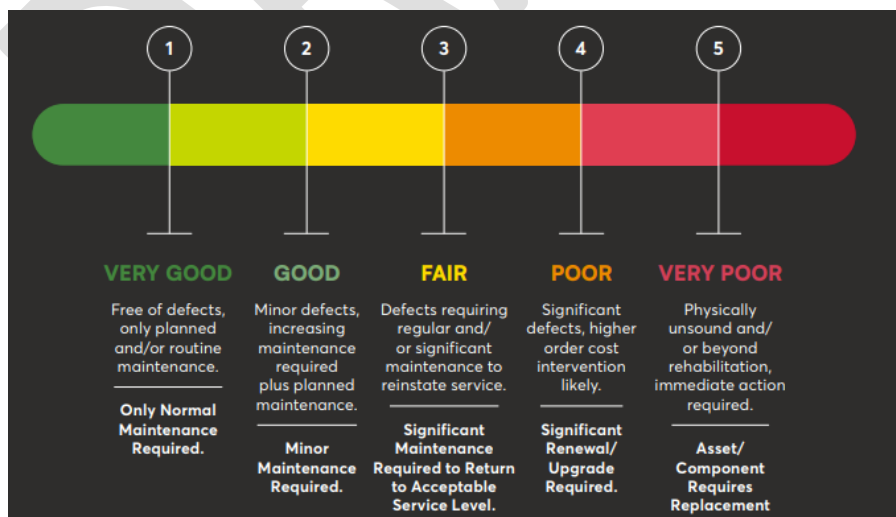
Service levels are set by the Council based on community expectation, legislated levels of service and relevant standards and detailed within the respective Asset Management Plans balanced against affordability.

Our decisions on maintenance, renewal and upgrades are driven by these service level interventions and are based on the criticality of the asset (service), utilization and available resources.

When determining appropriate service levels, we focus on the following key considerations:

1. Appropriate intervention level.
2. What is the ongoing investment needed to fund minimum levels.
3. Finding the balance based on priority, risk and utilisation.

Asset Health	Functionality	Capacity	Utilisation	Decision
Very Poor	Good-Fair	Good-Fair	High	Renew Asset- in next 3 years
Very Poor	Poor-Very Poor	Poor-Very Poor	High	Consider Rationalisation or Upgrade
Fair	Poor-Very Poor	Poor-Very Poor	High	Consider Asset for Upgrade next 3 years
Fair	Fair	Fair	High	Pay attention for future upgrade
Poor	Good-Fair	Good-Fair	High	Consider Asset Renewal 3-5 years



Asset class: Buildings

Council provides and leases facilities for providing a wide range of public services, fostering community engagement, ensuring safety and health, supporting local economies, and contributing to the overall quality of life in a community. Typically, they make our services requiring a building - suitably accessible, inclusive, and welcoming to support each service.

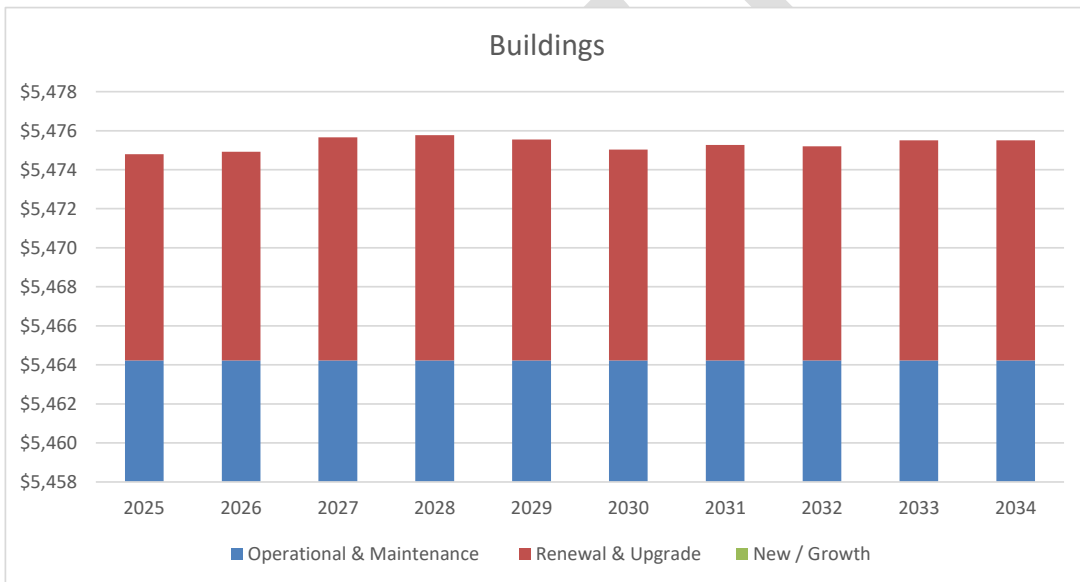
Our services

Operations and maintenance	<ul style="list-style-type: none"> • Minor repairs to building components due to failure, vandalism, etc. • Unblocking drains, service checks, carpet repairs • Painting • Safety, compliance, and condition inspections • Cleaning and pest control
Renewal	<ul style="list-style-type: none"> • Major structural repairs • Replacement of roof or wall cladding • Replacement of heating and cooling systems
Upgrade and new	<ul style="list-style-type: none"> • Building extensions. • Sustainability improvements (e.g., PV systems, water harvesting and reuse systems, etc.) • Construction of a new building to cater for increased or changing demand

How much do we plan to spend over the next 10 years?

Projected expenditure 2025-2035

Buildings Projected expenditure (\$'000)											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Operational & Maintenance	\$5,464	\$5,464	\$5,464	\$5,464	\$5,464	\$5,464	\$5,464	\$5,464	\$5,464	\$5,464	\$54,642
Renewal & Upgrade	\$10,570	\$10,684	\$11,423	\$11,535	\$11,315	\$10,809	\$11,046	\$10,969	\$11,278	\$11,277	110,906
New / Growth											\$0
Total	\$5,477	\$5,477	\$5,478	\$5,478	\$5,478	\$5,477	\$5,477	\$5,477	\$5,478	\$5,478	\$54,753



Note- The above figures may change upon finalisation of the Finance Plan

Asset class: Stormwater drainage

Council provides drainage systems to control and manage excess rainwater, preventing flooding during heavy rainfall. Without proper drainage, water can pool on streets, in homes, or in businesses, leading to significant property damage, destruction of infrastructure, and disruption of daily life.

Our services

<p>Operations and maintenance</p>	<ul style="list-style-type: none"> • Pit cleaning • Pipe cleansing and removal of debris, sediment, etc. • Removal of litter from Gross Pollutant Traps • Programmed inspections
<p>Renewal</p>	<ul style="list-style-type: none"> • Replacement of pits and pipes
<p>Upgrade and new</p>	<ul style="list-style-type: none"> • Replacement of pipes to a higher hydraulic capacity • Extension of the stormwater drainage network • Installation of stormwater quality improvement devices (e.g., raingardens, litter traps, etc.) • Stormwater harvesting and Water sensitive urban design initiatives



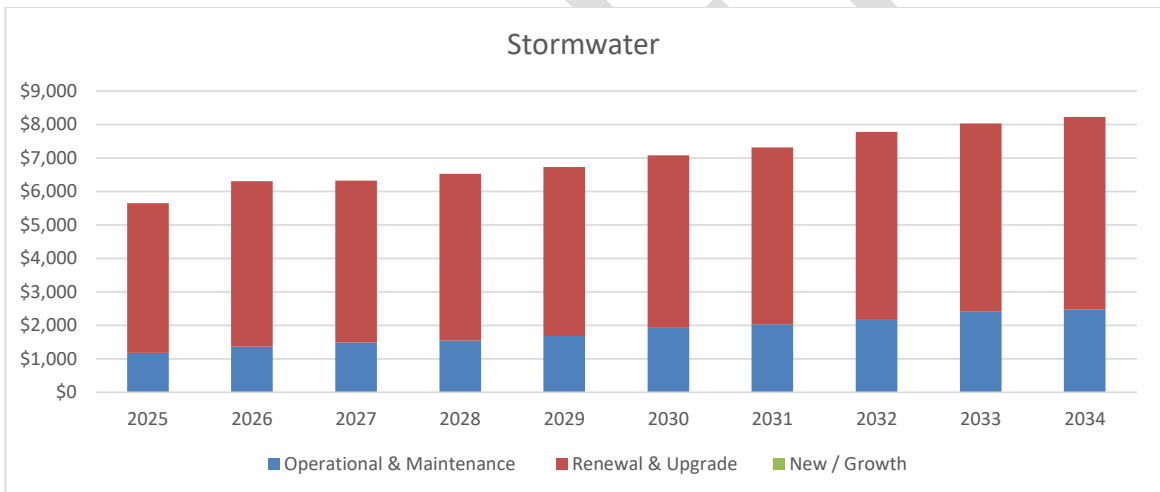
How much do we plan to spend over the next 10 years?

Projected expenditure 2025-2035

Stormwater (\$'000)											
Expenditure Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Operational & Maintenance	\$1,175	\$1,365	\$1,484	\$1,546	\$1,686	\$1,927	\$2,033	\$2,158	\$2,410	\$2,470	\$18,254
Renewal & Upgrade	\$4,475	\$4,947	\$4,843	\$4,982	\$5,046	\$5,157	\$5,282	\$5,621	\$5,621	\$5,761	\$51,735
New / Growth											\$0
Total	\$5,651	\$6,314	\$6,329	\$6,530	\$6,734	\$7,086	\$7,317	\$7,782	\$8,033	\$8,233	\$69,990

The table above is reflected visually in the chart below.

These figures are correct as of June 2025.



Note- The above figures may change upon finalisation of the Finance Plan

Asset class: Open space

Council provides places, parks and open space for residents to engage in recreational activities like walking, running, sports, picnicking, or simply relaxing. These spaces offer opportunities for both active and passive recreation, improving the overall quality of life for residents. They promote physical and mental health, support biodiversity, provide recreational opportunities, and contribute to environmental sustainability. Our open spaces enhance quality of life for our residents and ensure that our city remain liveable, resilient, and an attractive place to live.

Our services

<p>Operations and maintenance</p>	<ul style="list-style-type: none"> • Hazard/defect inspections • Mowing, vegetation/weed control • Garden bed maintenance • Litter collection and facility cleaning • Graffiti removal
<p>Renewal</p>	<ul style="list-style-type: none"> • Replacement of playground equipment • Replacement of park furniture • Rejuvenation or replacement of entire playing courts or sports fields to an equivalent standard
<p>Upgrade and new</p>	<ul style="list-style-type: none"> • Playing court extension • Replacement of playground equipment to a higher standard • Development of new park or reserve

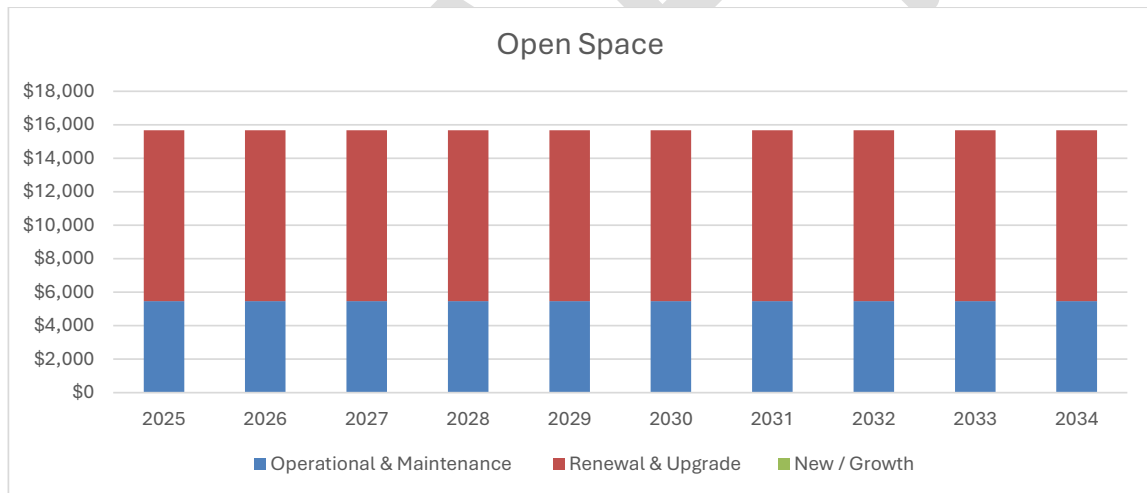
How much do we plan to spend over the next 10 years?

Projected expenditure 2025-2035

Open space Projected expenditure (\$'000)											
Expenditure Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Operational & Maintenance	\$5,464	\$5,464	\$5,464	\$5,464	\$5,464	\$5,464	\$5,464	\$5,464	\$5,464	\$5,464	\$54,642
Renewal & Upgrade	\$10,214	\$10,214	\$10,214	\$10,214	\$10,214	\$10,214	\$10,214	\$10,214	\$10,214	\$10,214	\$102,136
New / Growth											\$0
Total	\$15,680	\$15,680	\$15,680	\$15,680	\$15,680	\$15,680	\$15,680	\$15,680	\$15,680	\$15,680	\$156,778

The table above is reflected visually in the chart below.

These figures are correct as of June 2025.



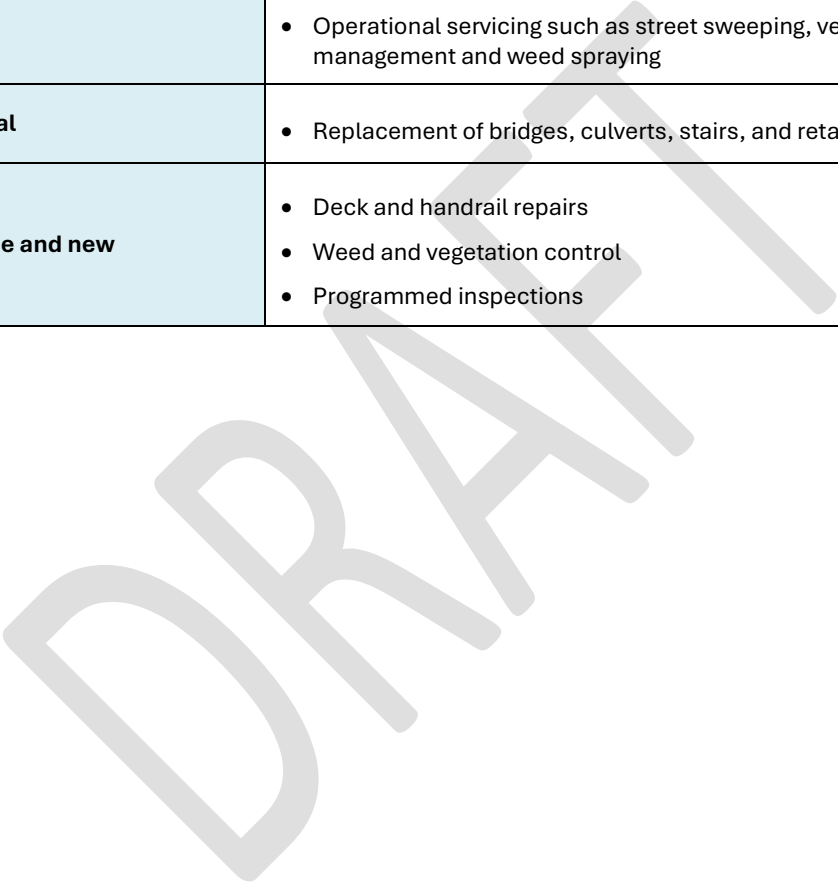
Note- The above figures may change upon finalisation of the Finance Plan

Asset class: Structures

To ensure that our bridges, retaining walls, and access ways such as stairs and ramps, are safe and functional.

Our services

<p>Operations and maintenance</p>	<ul style="list-style-type: none"> • Maintenance and repairs to bridges, culverts and retaining walls such as handrails and deck repairs. Repair of dislodged or damaged section of retaining walls • Operational servicing such as street sweeping, vegetation management and weed spraying
<p>Renewal</p>	<ul style="list-style-type: none"> • Replacement of bridges, culverts, stairs, and retaining walls
<p>Upgrade and new</p>	<ul style="list-style-type: none"> • Deck and handrail repairs • Weed and vegetation control • Programmed inspections



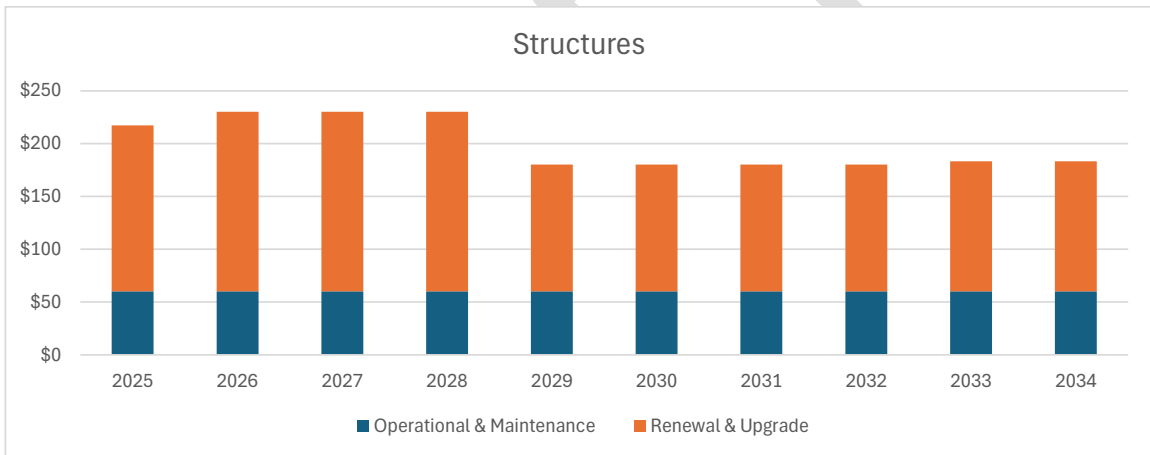
How much do we plan to spend over the next 10 years?

Projected expenditure 2025-2035

Structures Projected expenditure (\$'000)											
Expenditure Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Operational & Maintenance	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$602
Renewal & Upgrade	\$157	\$170	\$170	\$170	\$120	\$120	\$120	\$120	\$123	\$123	\$1,393
New / Growth											\$0
Total	\$219	\$232	\$232	\$232	\$182	\$182	\$182	\$182	\$185	\$185	\$1,995

The table above is reflected visually in the chart below.

These figures are correct as of June 2025.



Note- The above figures may change upon finalisation of the Finance Plan

Asset class: Pathways

Council provides footpaths and walking/cycling paths as designated, safe spaces for all pedestrians*, ensuring everyone can travel safely and comfortably, particularly in busy or high-traffic areas.

* including people who use mobility devices such as wheelchairs or scooters, parents/carers with prams, as well as cyclists and walkers.

Our services

Operations and maintenance	<ul style="list-style-type: none"> • Pathway repairs such as pothole patching, joint grinding, relaying of pavers • Inspections • Weed and vegetation control • Sweeping and pathway cleansing
Renewal	<ul style="list-style-type: none"> • Replacement of sections of existing pathways to an equivalent standard • Circular economy initiatives (e.g. recycled asphalt and concrete)
Upgrade and new	<ul style="list-style-type: none"> • Accessibility improvements (e.g., installation of tactiles at intersections) • Widening or improving the surface of existing pathways. • Extension of the pathway network to address gaps in connectivity

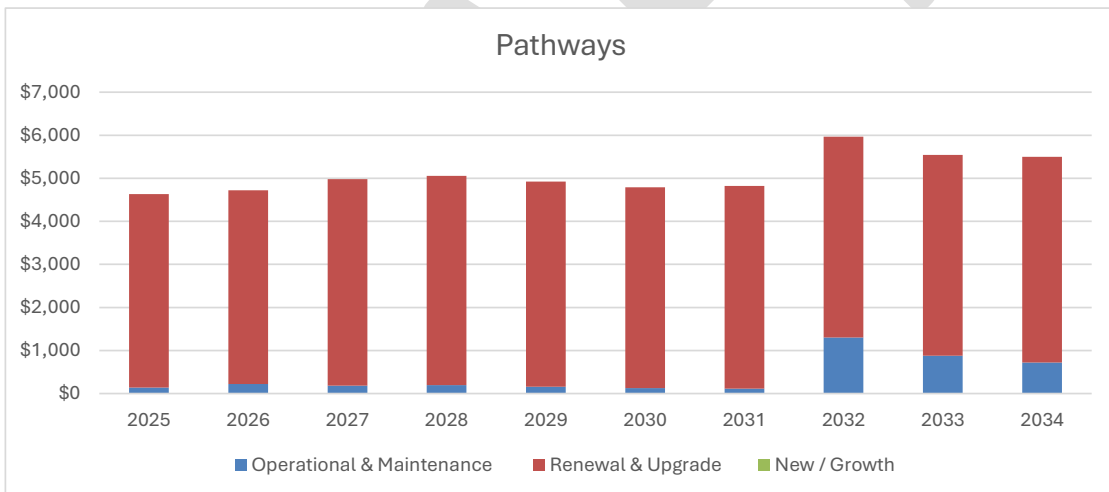
How much do we plan to spend over the next 10 years?

Projected expenditure 2025-2035

Pathways Projected expenditure (\$'000)											
Expenditure Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Operational & Maintenance	\$137	\$223	\$184	\$193	\$160	\$127	\$115	\$1,304	\$877	\$720	\$4,041
Renewal & Upgrade	\$4,497	\$4,497	\$4,797	\$4,862	\$4,762	\$4,662	\$4,704	\$4,662	\$4,664	\$4,781	\$46,888
New / Growth											\$0
Total	\$4,636	\$4,722	\$4,983	\$5,057	\$4,924	\$4,791	\$4,821	\$5,968	\$5,543	\$5,503	\$50,929

The table above is reflected visually in the chart below.

These figures are correct as of June 2025.



Note- The above figures may change upon finalisation of the Finance Plan

Asset class: Roads and car parks

Council provides and maintains roads and carparks to ensure safe, efficient transportation, support economic development, and promote social interaction and well-being within their communities.

Roads provide the infrastructure for people to travel within and between communities. This includes access to work, schools, healthcare, shopping, and leisure activities.

Our services

<p>Operations and maintenance</p>	<ul style="list-style-type: none"> • Maintenance and repairs to roads such as patching potholes, crack sealing etc. • Line marking • Street sweeping • Inspections of the road network
<p>Renewal</p>	<ul style="list-style-type: none"> • Resurfacing of existing roads • Road reconstruction or major patching of road failures • Replacement of sections of kerb and channel in poor condition
<p>Upgrade and new</p>	<ul style="list-style-type: none"> • Road safety improvements • Widening or duplication of existing roads • Traffic calming treatments

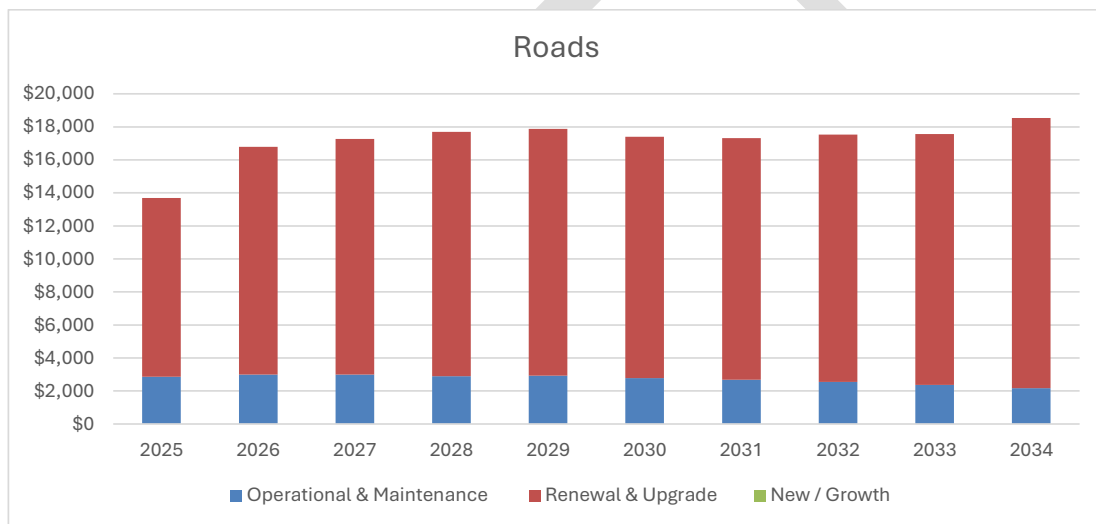
How much do we plan to spend over the next 10 years?

Projected expenditure 2025-2035

Roads (\$'000)											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Operational & Maintenance	\$2,860	\$2,992	\$2,995	\$2,903	\$2,932	\$2,786	\$2,676	\$2,543	\$2,367	\$2,166	\$27,221
Renewal & Upgrade	\$10,830	\$13,792	\$14,274	\$14,795	\$14,944	\$14,614	\$14,638	\$14,994	\$15,194	\$16,363	\$144,438
New / Growth											\$0
Total	\$13,692	\$16,786	\$17,271	\$17,700	\$17,878	\$17,402	\$17,316	\$17,539	\$17,563	\$18,531	\$171,659

The table above is reflected visually in the chart below.

These figures are correct as of June 2025.



Note- The above figures may change upon finalisation of the Finance Plan

Relevant Strategic Documents

This plan supports a number of other strategic Council documents including but not limited to:

- Monash asset management plans
- Monash Integrated Transport Strategy 2017
- Environmental Sustainability Strategy 2016-2026
- Zero Net Carbon Action Plan 2020-2025
- Open Space Strategy
- Road Management Plan 2021
- Early Years Plan Infrastructure Plan 2021
- Waste Management Strategy
- Playground Strategy
- Urban Biodiversity Strategy
- Monash Urban Landscape and Canopy Vegetation Strategy