



CITY OF
MONASH

Annual Report 2013/2014



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WELCOME

Monash Council is pleased to present our 2013/14 Annual Report which provides a comprehensive account of our performance from 1 July 2013 to 30 June 2014.

The report details our key highlights and achievements for the 12 month period and shows our commitment to transparency, accountability and good governance.

It is set out in sections to make it easier for readers to follow.

Section 1 Highlights (page 4 to 37)

A snapshot of our major highlights and achievements during the year including major projects; sustainability initiatives; advocacy; how we connect with our community; events calendar; awards; grants and funding, information about Monash; services we provide to our community, Mayor's Message; CEO's Message; and a financial overview of our operations.

Section 2 Governance (pages 38 to 51)

Information about Governance and what it means; our vision, values, service principles; human rights charter; an introduction to our Councillors, as well as statutory information on Freedom of Information, risk management and privacy.

Section 3 Our Organisation (pages 52 to 55)

Looks at our organisation structure; our staff profile; equal opportunity; training and development; and occupational health and safety.

Section 4 Our Key Directions and Our Principles (pages 56 to 85)

Details how we met our four key Directions and Our Principles set out in our Council Plan 2013-2017. These are: Ensuring our City has Inviting Places and Spaces; Achieving a Healthy and Active Monash; Fostering Confident and Connected Communities; Taking Action for our Future; and Progressive Governance and Strong Leadership.

Section 5 Official Statements (pages 86 to 93)

Includes all of our official performances statements such as the National Competition Policy Statement, Victorian Local Government Indicators and Auditor General's Report.

Section 6 Financials (pages 94 to 147)

Detailed account of our financial statement for the year.

WHY WE HAVE AN ANNUAL REPORT

The Victorian Local Government Act 1989 requires all councils to present an Annual Report to the Minister for Local Government by 30 September each year.

As well as meeting this statutory requirement, the Annual Report is a way for us to present our residents, businesses, community groups, State and Federal Members of Parliament, government agencies and peak bodies with an open and accountable report of our performance for 2013/14 against the objectives set out in our Council Plan 2013-2017.

This report is available on Council's website at www.monash.vic.gov.au
Hard copies are available at our five public library branches, the Monash Civic Centre and the Oakleigh Service Centre.

If you would like a copy of this Annual Report mailed to you, please telephone 9518 3618.

MONASH PROFILE

The City of Monash is a culturally diverse community in Melbourne's south eastern suburbs, between 13 and 24 kilometres south-east of Melbourne's Central Business District.

Our City is 81.5 square kilometres and includes the suburbs of Ashwood, Clayton, Glen Waverley, Hughesdale, Huntingdale, Mount Waverley, Mulgrave, Notting Hill, Oakleigh, Oakleigh East and parts of Chadstone, Burwood, Oakleigh South and Wheelers Hill.

Monash is one of Melbourne's most populous municipalities, with an estimated residential population of 182,485 people living in more than 65,500 dwellings. We are regarded as a diverse and cosmopolitan city.

In 2011 Australian Bureau of Statistics figures showed:

- 45% of our residents were born overseas having come from more than 45 different countries
- The median age of Monash residents was 38 years, a little older than Greater Melbourne (36 years). We have a significantly higher proportion of residents aged older than 64 years (17.2%) compared with Greater Melbourne (13.1%). We also have a higher proportion of people aged 15-24 years (16.1%) compared with Greater Melbourne (13.8%)
- Monash residents are generally highly skilled and well-educated.

Monash is home to some of Melbourne's best known institutions, including the Monash Medical Centre, Monash University, Holmesglen TAFE and the Victoria Police Academy. We have also developed a significant reputation as a technology and business centre thanks to the Australian Synchrotron, and several major companies basing their headquarters here such as Robert Bosch, NEC, BMW, Telstra, Biota, Mercedes Benz, Nestle and the Toyota Research Facility.

Along with these major companies, Monash is also home to a large number of small to medium businesses. Together, businesses in Monash provide 118,076 jobs. This makes Monash the second largest employment destination in Melbourne, after the Central Business District.

Indigenous Acknowledgement

Monash Council acknowledges the traditional owners of the land and pays our respects to their elders both past and present.

Our History

The City of Monash was formed in December 1994, following the amalgamation of part of the former City of Oakleigh and the City of Waverley.

The area's history of settlement stretches back more than 150 years. European settlement of the area is first recorded in 1839 in the vicinity of Jells Park and the first known settler was Thomas Napier, a Scottish builder, who established Bushy Park Run near Jells Park.

In the ensuing years Monash has developed into a vibrant and diverse community that enjoys enviable open spaces, wonderful community facilities and a strong business community.

YOUR RATES AT WORK

Council collected \$94.1 million in rates in 2013/14. Here is a snapshot of what your rates funded (per every \$100 that you paid). Monash has the lowest average rates of all Victorian councils.

\$2.62
GOVERNANCE &
ADMINISTRATION

\$5.06
PLANNING & BUILDING PERMITS,
ECONOMIC & URBAN DEVELOPMENT

\$4.62
LOCAL LAWS,
SCHOOL CROSSINGS,
FOOD INSPECTIONS &
IMMUNISATIONS



\$2.81 
PROPERTY MAINTENANCE
& INSURANCE

 **\$13.65**

WASTE COLLECTION, STREET & PUBLIC FACILITIES CLEANING



\$8.40

CHILDREN, YOUTH &
FAMILY SERVICES



\$13.68

AGED &
DISABILITY SERVICES

\$17.20

BUILDINGS, ROADS,
FOOTPATHS & DRAINAGE

\$7.53

PARKS & SPORTS
GROUNDS
MAINTENANCE



\$6.26

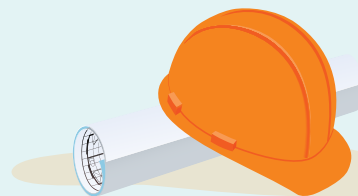


LIBRARIES, ARTS & CULTURE

\$11.76



RECREATION & AQUATIC CENTRES



\$6.41

ENGINEERING & TRAFFIC MANAGEMENT

PERFORMANCE HIGHLIGHTS

The Council Plan 2013-2017 sets the outcomes that Council wants to achieve in this four year period.

The Plan contains four key Directions plus a section called Our Principles. These are:

- Direction One: Ensuring our City has inviting places and spaces
- Direction Two: Achieving a healthy and active Monash
- Direction Three: Fostering confident and connected communities
- Direction Four: Taking actions for our future
- Our Principles: Progressive governance and strong leadership

Council also has an Annual Business Plan which sets out actions and performance measures that Council works towards to attain the strategies listed in the four Directions and the Principles.

Below is a snapshot of our major achievements in 2013/14 against each of the four Directions plus Our Principles. Further details on these and other projects can be found on pages 56 to 85 of this report.

1 DIRECTION Ensuring our city has inviting places and spaces

Major achievements in 2013/14

- Completion of the Active Monash Walking and Cycling Guide which provides an up-to-date map of walking and cycling trails and pathways, as well as a range of useful information for walkers, cyclists and others looking to get active
- Opened a new playspace at Holmesglen Reserve in Ashwood, featuring an all access playground with nature and adventure play elements, landscape, pathways, seating and shelter
- Planted a total of 114,053 new trees, shrubs and ground covers across Monash
- Started community consultation on a Housing Strategy, as part of a strategic approach to residential development in Monash
- Began developing a Structure Plan and Sustainable Transport Plan for the Glen Waverley Activity Centre, aimed at guiding the development of the centre over the next 20 years
- Worked closely with the Department of Corrections to remove graffiti and with the Department of Justice to create street art at graffiti hotspots in Monash to deter crime and create attractive areas where people feel safe.



2 DIRECTION

Achieving a healthy and active Monash

Major achievements in 2013/14

- Total attendances at Council leisure centres increased in 2013/14
- Council took the lead on harmful gambling by hosting a series of roundtables on the issue. This resulted in councils working together to push for significant change through a combined motion to the Municipal Association of Victoria State Council, seeking systemic Electronic Gaming Machine reform
- More than 95% of all respondents to our Home and Community Care survey said they were either satisfied or very satisfied with the support they were receiving
- Monash has been advocating for a ban on smoking in outdoor dining areas for many years so welcomed the State Government's announcement that it would introduce a ban
- Council successfully applied for a \$205,000 local gambling prevention grant to deliver the Clayton CANVAS program which will encourage Clayton residents to consider social and recreational activities away from gambling.

3 DIRECTION

Fostering confident and connected communities

Major achievements in 2013/14

- Allocated \$600,000 to create a regionally significant playspace at Valley Reserve in Mount Waverley so people of all ages can be social and active
- Established the Monash Milk Bar Network Exchange to support milk bar operators in Monash who are often targeted by criminals
- Continued the Clayton Street Laneway project to improve safety in the area. The next stage of the project includes street art murals, improved lighting, seating and landscaping in the Mary Street laneway
- Delivered a social marketing campaign with the key message 'Say NO to violence against women. Say YES to equality and respect'.

4 DIRECTION

Taking action for our future

Major achievements in 2013/14

- Allocated \$3.3 million to place energy efficient light bulbs in 8,200 street lights. This will cut Council's carbon emissions by 18% and is anticipated to save up to \$14.1 million in electricity bills by 2031
- Began a plan to 10-15 year plan looking at the refurbishment and replacement of Council's early childhood facilities across Monash
- Ran the Oakleigh Streetlife project which aimed to promote better business and strengthen the business skills of traders
- Led the development of a consortium to bid for a Headspace service to be located in Monash, to support the mental health of local young people.

OUR PRINCIPLES

Progressive governance and strong leadership

Major achievements in 2013/14

- Delivered 97.25% of the Capital Works program (exceeding the target of 90%)
- Introduced a Customer Service Guarantee that reinforces Council's focus on providing excellent customer service to its community. Each quarter, Council publishes a report card on its performance against each of the 40 targets
- Advocated strongly for our community on many issues including the removal of the Clayton railway crossing; the undergrounding of high-voltage powerlines at the Waverley Park estate; the need for a ban on smoking in outdoor dining areas; and the right for residents to have a say on future development of five former school sites.
- Completed the Monash People Strategy designed to help employees achieve their roles
- Provided leadership training for new and existing Managers and Coordinators.

MAYOR'S MESSAGE

I am pleased to present Monash Council's 2013/14 annual report.

During this past year, our focus has been on ensuring the financial viability of Council while looking to the future needs of our growing community through investing in our local infrastructure.

Over the period we have achieved a number of cost savings, significantly increased our investment in local infrastructure and have fully provisioned to pay off our accumulated debt as it falls due over the coming four years.

I'm proud that Monash continues to have the lowest average rates of all Victorian councils.

This is only the case because unlike many other councils, we put significant focus on keeping our costs and overheads low. We never travel overseas at ratepayers' expense and we think sister city arrangements are an indulgence.

We are also prepared to make the tough decisions when it is clearly in the best interests of the wider community to do so.

For instance, during this period, Council ceased two services which will save Monash ratepayers close to \$2 million per year – our school holiday vacation program and two residential aged care facilities. These were difficult decisions because change is always confronting but unquestionably these were the right decisions for the wider Monash community who were significantly subsidising the costs of a small number of recipients of these Council services. This was despite ample evidence that these

services could be provided by another operator and with no cost to the Monash ratepayer.

In relation to the aged care facilities, our decision to sell was made on the basis of securing the best quality of care for residents. However, our decision also had significant financial benefits for all Monash ratepayers. As well as the net sale proceeds of close to \$16 million which Council received for the sale, ratepayers have saved more than \$1 million every year in operating costs as these facilities had been incurring significant financial losses in recent years.

This means that as well as residents at the facilities receiving the highest quality care possible into the future, Monash ratepayers will also save millions of dollars at the same time. This represents a win-win outcome if ever I have seen one.

Council also generated \$2.8 million from annual efficiency savings and other savings over the period. These savings were re-invested into the physical infrastructure of Monash which residents tell us they want Council to improve.

I would like to thank Council's Chief Executive Officer, Andi Diamond, and her hard working team for their efforts in driving further efficiencies and cost consciousness through Council's operations. This hard work enables Council to spend more on valuable services and facilities while keeping our rates as low as possible. And this is exactly what 90% of our residents - typically the people who do not attend public meetings or write letters to the editor of the local paper - want their Council to be doing.

By the way, I have a theory that almost no one reads annual reports. If you happen to read this, then maybe my theory is wrong and I would appreciate you emailing me at geoff.lake@monash.vic.gov.au to let me know.



Geoff Lake
Mayor

CEO'S MESSAGE

I am delighted to join with Monash's Mayor in presenting this Annual Report on how Council has performed over the 12 months to 30 June 2014.

It's been a busy and productive year for Council. We have taken a strong stand on advocacy, with a focus on the social issues of gender-based violence and problem gambling.

I am proud Council is leading social change with our Generating Equality and Respect program. This three-year program targets violence against women by building communities, cultures and organisations that are gender equitable and that promote equal and respectful relationships between men and women. We

continue to take the lead in helping those at risk from harmful gambling, working with other councils to advocate for reform to protect our communities from increased numbers of poker machines.

A priority for Council this year has been building on our improved service to residents and visitors to Monash through our Customer Service team and call centre. I'm pleased to report that 87% of calls to our Customer Service Centre were answered within 30 seconds, and we're very close to meeting our 90% target.

To further engage with our community and hear what is important to them, we have embarked on a series of "listening posts" where Councillors and senior staff visit a local neighbourhood in Monash to talk to residents. It's been a great opportunity to understand what we are doing well and what we can do better.

A highlight for this year has been our work delivering Council's annual capital works program. By the end of June 2014 we had delivered 97.25% of the \$23.8 million capital works that had been budgeted in the 2013/14 financial year. This achievement was above the 94% delivered in the 2012/13 financial year. In particular, I'm pleased that we delivered some fantastic playground

projects, upgraded sports pavilions and improved reserves.

This year we've been working on improving the 'Age Friendliness' of our community across eight areas of urban life: outdoor spaces and buildings; transportation; housing; social participation; respect and social inclusion; civic participation and employment; communication and information; and community support and health surveys. We've conducted a survey and appointed 21 Age Friendly Ambassadors who have met with a number of local groups to gather feedback on how we can become more 'age-friendly'. We will be using the community feedback to develop an Age Friendly Monash Plan 2014-2019. Thank you to all those who have contributed to this initiative.

Keeping this great city looking its best is a priority for the Monash team whether it's our Monash Pride Crew out on the streets picking up rubbish, dealing with graffiti swiftly or responding to dumped rubbish on naturestrips or our horticulture team maintaining our 125 parks and reserves within Monash.

This year Council decided to sell the Monash Gardens aged care facility and independent living units and the Elizabeth Gardens aged care facility. Ultimately, Council decided that a sale was in the best interests of the 165 residents who live in the facilities, the residents of the independent living units and the wider Monash community. The purchaser of these two facilities, Royal Freemasons, is a not-for-profit organisation which has been caring for older Victorians continuously for almost 150 years.

Looking forward, I'm excited by what we can all achieve together in the next 12 months. There are some great opportunities for Monash. We're second only to Melbourne for job numbers and gross regional product and rank third behind Melbourne and Boroondara for the number of businesses in a municipality. This verifies what we already know – that Monash is a great place to live and work.

I take this opportunity to thank our dedicated staff for their commitment to delivering the best possible service to our residents and for their ideas, efforts and endeavours over the past 12 months.



Andi Diamond
Chief Executive Officer



FINANCIAL OVERVIEW

This report is designed to provide a snapshot of Council's financial performance in 2013/14. More detailed financial statements can be found on pages 94 to 143.

Financial Performance

Council's overall financial performance compared to 2012/13 has remained positive showing a comprehensive result of \$147 million. The surplus includes the net proceeds of the sale of Council's residential aged care facilities of approx \$16 million and a \$128 million asset revaluation increment for Council's land and buildings. This compared to a \$1.6 million comprehensive result in 2012/13.

The Council Plan 2013-2017 includes a Strategic Resource Plan which identifies the financial and other resources required to achieve the objectives set out in the Council Plan and to ensure the long-term financial stability and viability of Monash. Key objectives include a four-year operating and capital works expenditure program and associated rating and revenue strategies to ensure Council's strong financial position is maintained, along with reducing Council's debt. In line with this, Council's debt level was reduced from \$15 million in 2012/13 to \$11.8 million in 2013/14.

The sale of the aged care facilities and achieving Best Value and efficiency savings has ensured Council's Working Capital Ratio (WCR) has returned to a positive position as at 30 June 2014. Council's financial strategy aims to have a working capital ratio greater than 1.5:1 for each of the next three years. By the end of this Council term, Council will be in a very strong financial position.

Capital Works Program

Council spent \$23.8 million on capital works during 2013/14 completing 97.25% of the budgeted program for base and new capital works. For further information, see the Capital Works overview on page 13.

Revenue

Total revenue for the year was \$171 million, including \$0.455 million of non-cash developer contributions, as well as \$3.6 million in cash contributions. Revenue from rates increased by 6% in 2013/14, with an additional 1% provided from supplementary rate income. Monash Council has the lowest average rates in Victoria (on a per assessment and per capita basis). Included in the \$171 million is approx \$16 million related to the aged care facilities sale.

Expenses

Total expenditure for 2013/14 was \$153 million (compared to \$155 million in 2012/13). This decrease predominantly relates to the sale of the residential aged care facilities as at 1 May 2014 and other cost savings achieved during the year.

Cash

Council plans for a favorable net cash inflow from operating activities to provide funds for both the day-to-day operations, as well as for its capital works program. The net cash inflow from operating activities for 2013/14 was \$21.07 million (compared to \$11.2 million in 2012/13). Council's cash position as at 30 June 2014 was \$21.7 million (compared to \$27.8 million in 2012/13), a decrease of \$6 million. Council also held Term Deposits of \$24 million that had a maturing date greater than 90 days (2012/13 \$3 million).

Assets

In 2013/14, Council had total assets worth more than \$2.25 billion, including more than \$2 billion in non-current assets, comprising land, buildings, roads, drains, plant, art, library books and other infrastructure.

Key Financial Facts

- Total revenue \$171 million
- Rates and charges revenue \$94.1 million
- Operating expenditure \$152.8 million
- Capital works program \$23.8 million
- Total assets \$2.25 billion
- Debt was \$11.8 million (\$15 million in 2012/13)
- Surplus of \$18.2 million (not including revaluations)

CAPITAL WORKS OVERVIEW

Council completed capital works to the value of \$23.8 million. As at 30 June 2014, Council had delivered 97.25% of its base and new capital works program. This exceeded the target set under Key Strategic Activity 7 in the Annual Business Plan which was that 90% of the works be delivered by 30 June 2014.

Capital works projects include the replacement, renewal and upgrade of existing infrastructure, as well as provision of new community infrastructure. This includes works at facilities such as libraries, leisure centres and child care centres, as well as improvements to parks and reserves, sporting facilities, roads, footpaths and drainage.

Below is an overview of expenditure on some of the major projects delivered in 2013/14:

Roads, Footpaths, Kerb and Channel (Expenditure \$7.2M)

- Footpath replacement and upgrade programs across Monash (\$2.14 million)
- Local Road Reconstruction Program (\$1.94 million) including reconstruction of Mill Road and Oxford Street, Oakleigh, and completion of Austin Street, Oakleigh; reconstruction of Oakleigh's Hanover Street bridge approaches and footpath widening; and commencement of reconstruction of Atherton Road, Oakleigh, undertaken with funds provided by the Federal Government and Council
- Completion of the Local Road Resurfacing Program including replacement of kerb and channel (\$1.59 million)
- Local Area Traffic Management works (\$634,000) including works at Monterey Avenue, Remington Drive, Whites Lane and Capital Avenue in Glen Waverley; Shaw Street, Ashwood; Kangaroo Road, Oakleigh and Marykirk Drive, Wheelers Hill
- Bicycle Network upgrade including completion of sections of Scotchmans Creek and Dandenong Creek trails (\$388,000).

Plant and Equipment (Expenditure \$5.5M)

- Replacement of construction and maintenance plant, and tools and light fleet replacement costing \$2.17 million – offset by trade-ins of \$0.96 million
- Computer equipment (\$1.36 million)
- Library books / Library collections (\$1.06 million).

Buildings and Facilities (Expenditure \$4.8M)

- Completion of construction at Jack Edwards Reserve junior pavilion in February 2014 (\$644,000)
- Works at preschools and maternal child care centres (\$439,800)
- Delivery of equitable access improvements across various Council-owned community facilities (\$371,500)
- Sport pavilion renewals/upgrades totaling \$252,800 including work at Davies and Stan Riley reserves in Mulgrave
- Libraries and community buildings works (\$252,200).

Reserves (Expenditure \$1.96M)

- Playground upgrades/renewal works at a total cost of \$430,700 including completion of an all abilities playspace at Holmesglen Reserve, Ashwood
- Sports ground lighting at various reserves (\$353,600)
- Wetland and creek works (\$178,000)
- Other reserve improvement works including athletics track improvements at Central Reserve, Glen Waverley (\$143,000).



Drainage (Expenditure \$1.83M)

- Strategic drainage works expenditure of \$941,200 including completion of stage 4 of Brandon Park Reserve/Mile Creek East, Lum Reserve Retarding Basin and the commencement of the next stage of Phoenix Drive, Wheelers Hill
- Local drainage works expenditure of \$645,000 including works at Ian Grove, Smyth Street, Hansen Street and Therese Avenue, Mount Waverley; Robinson Street, Clayton; and Sunnybrook Drive, Wheelers Hill.

Retail Strips and District Centres (Expenditure \$0.9M)

- Improvement works in Drummond Street and Chester Street car park, Oakleigh, and Huntingdale Road strip shopping centre (\$187,000)
- Gateway signage (\$133,000)
- Locality signs and street furniture (\$85,000).

Other Works (Expenditure \$1.2M)

- Environmental Sustainability Road Map Projects (\$277,000)
- Retaining wall reconstruction (\$153,000)
- Bus shelters (\$61,000).

New Capital Works (Expenditure \$377,000)

- Commenced construction of the Eastern Innovation Business Centre, a project that will be delivered over two financial years with a budget of \$5.2 million. The majority of this funding has been provided by the Federal Government.

Key Capital Works Projects For 2013/14

Below are 13 key Capital Works projects that Council incorporated into its 2013/14 Annual Business Plan:

- Project 1** Implement works identified in Council's Walking & Cycling Strategy, with a focus on Scotchmans Creek Trail, Mount Waverley
- Status** Works completed for Scotchmans Creek Trail upgrades east and west of Stanley Avenue in June 2014.
-
- Project 2** Completion of the Junior Pavilion at Jack Edwards Reserve, Oakleigh
- Status** Project delivered to program and budget.
-
- Project 3** Undertake improvements to playgrounds identified for 2013/14
- Status** Playground upgrade program completed for 2013/14 including construction of an all abilities playspace at Holmesglen Reserve, Ashwood.
-
- Project 4** Upgrade community halls in line with budget provisions for 2013/14
- Status** Community halls upgrade program completed.
-
- Project 5** Maintain and refurbish footpaths as per the 2013/14 program
- Status** Footpath replacement program for 2013/14 completed.
-
- Project 6** Implement the following drainage improvement works within budget constraints: strategic drainage works at Brandon Park Reserve, Glen Waverley; stage 4 and local drainage works at the rear of 105-111 Therese Avenue, Mount Waverley; and 6 Robinson Street, Clayton
- Status** All projects completed within budget and timeframes.
-
- Project 7** Conduct the road resurfacing, kerb and channel program for 2013/14
- Status** Annual resurfacing and kerb and channel program completed for the year.
-
- Project 8** Construct retaining walls in accordance with priorities of the 2013/14 program
- Status** Retaining wall program completed including Alice Street, Ashwood; Talbot Road, Mount Waverley; and Glen Waverley Golf Course.
-
- Project 9** Implement Local Road reconstruction works for 2013/14, with a focus on Mill Road, Oakleigh
- Status** Project completed in February 2014.
-
- Project 10** Use 'Roads to Recovery 2' Federal Government funding to complete works in Oxford Street (Atherton Road – Burlington Street section), Oakleigh
- Status** Oxford Street works completed in June 2014.
-
- Project 11** Implement the Traffic Management Program for 2013/14, with a focus on the roundabout at Monterey Avenue/Fraser Street, Glen Waverley
- Status** Works completed in December 2013.
-
- Project 12** Implement car park improvement works for 2013/14, with a focus on Holmesglen Reserve, Ashwood
- Status** Car park works were completed in June 2014.
-
- Project 13** Replace fleet, plant and equipment as per the 2013/14 program
- Status** Program completed by June 2014.
-

MAJOR PROJECTS

New Era For Aged Care Facilities

In October 2013, Council decided to sell its Monash Gardens aged care facility and independent living units in Mulgrave and the Elizabeth Gardens aged care facility in Burwood. This decision was made because a specialist aged care provider will be better able to meet the needs of people requiring residential aged care into the future. The decision was not taken lightly and Council met with the residents and their families over many months to explain reasons for the proposed sale and to listen to their views and concerns.

In January 2014, Council announced that both facilities had been sold to Royal Freemasons, a well-respected, not-for-profit aged care provider that will provide high quality care at the existing centres for many years to come. The change-over occurred on 1 May 2014. The Royal Freemasons offered employment to a significant number of staff who worked at the facilities.

Council received about \$16 million from the sale after costs. Council has decided to use the funds to pay off \$15 million in accumulated debt. About \$7 million which was in a discretionary reserve to fund future upgrades at the facilities has been transferred into a Development Fund which will be used in future to pay for major projects of community benefit.

Creating Better Playgrounds

Children in Monash are enjoying new and upgraded play opportunities thanks to a \$430,000 allocation by Council in 2013/14 to improve local playgrounds. Five playgrounds were upgraded and a new playspace for children of all abilities was constructed at Homes Glen Reserve in Ashwood.

The following playgrounds were refurbished: Lum Reserve, Wheelers Hill; Damper Creek Reserve, Mount Waverley; Meade Reserve, Clayton; Progress Park, Oakleigh South and FE Hunt Reserve, Oakleigh East. New equipment was installed and picnic areas and seating was refurbished as part of the work. These works are in line with Council's commitment to provide inviting playspaces to encourage children to be active and healthy.

Customer Service Guarantee

Monash residents can expect even better service from Council following the introduction of a Customer Service Guarantee in January 2014. The guarantee includes 40 specific targets for services across the organisation, ranging from how promptly phone calls are answered to how many metres of footpath are upgraded each year. When Council fails to meet a target, it will inform the community and also outline what action will be taken to improve our performance.

The guarantee builds on customer service improvements that Council made in 2012/13 including establishing a dedicated Customer Service team to answer phone calls and assist people visiting

the Monash Civic Centre and the Oakleigh Service Centre.

Each quarter Council produces a report card on our performance against each of the 40 targets and this is published on our website.



Brickmakers Park playground, Oakleigh



New Residential Zones

In early 2014, the State Government introduced three new residential zones for Melbourne - General Residential, Neighbourhood Residential and Residential Growth. The new zones replace the existing residential zones and are designed to give greater clarity about the type of development that can be expected in any residential area.

The Planning Minister gave all Councils until 1 July 2014 to introduce the new residential zones in their municipalities. Monash decided to take a two-staged approach to the rezoning. The first involved asking the Minister to approve an interim “policy neutral” translation of residential zones in Monash. Council applied the new zones to match the existing zones as closely as possible and this resulted in very little change in residential areas in Monash. The new zones were applied in Monash on 13 June 2014.

The second stage will follow on from the development of a new Monash Housing Strategy. In May and June 2014 Council consulted with residents and sought their input into future housing and neighbourhood character. Once completed, the Monash Housing Strategy will assist in determining the appropriate application of the new residential zones for different parts of Monash.

Atherton Road Upgrade

A \$2.3 million major upgrade of busy Atherton Road in Oakleigh began in April 2014. This is one of the largest road and footpath projects that Council has undertaken in recent years.

The footpath, nature strip and kerb and channel along a 900-metre stretch of the road (between Huntingdale Road and Clyde Street) will be completely replaced. In addition, the road will be resurfaced and the drainage upgraded. Conditions will be improved for cyclists through a reshaping of the road.

This is the first upgrade to this section of Atherton Road in over 50 years and the works are expected to take about 12 months to complete. The road, which is the major entry point to the Oakleigh shopping precinct, will remain open throughout the works, with traffic management contractors on site to manage the flow of traffic.

Work Starts On Eastern Innovation Business Centre

Work is underway to build an innovation centre that will provide crucial support services to start-up small businesses in Melbourne's east and south east. Monash Mayor Geoff Lake and Federal Member for Chisholm Anna Burke turned the first sod for the Eastern Innovation Business Centre in May 2014.

Council is building the centre in Mulgrave using \$4.75 million of Federal Government funding from the Regional Development Australia Fund. A \$245,000 grant was also received for the project from the Department of Environment and Primary Industries through the Office of Living Victoria.

The centre, which is expected to open by mid-2015, will provide office tenancies, laboratories and hot desks for businesses, with open space areas for training, workshops and exhibitions. It will also offer various support services to businesses such as expert mentoring; 'e-learning' business development and innovation; and technology adoption.

Planning For The Future

Council has prepared a draft Structure Plan and a draft Sustainable Transport Plan which together outline a 20-year plan for the growth of the Glen Waverley Activity Centre. The draft plans provide a clear framework to ensure the centre develops in a planned and sustainable way.

The draft Structure Plan identifies four key themes: Activity and Land-use; Built Form; Public Realm; and Movement and Transport. Key features of the plan include encouraging the development of offices and residential apartments, and potentially redeveloping the Central Car Park area (between Springvale Road and Kingsway) to include an expanded and modern library, a community hub and engaging public spaces.

The draft Sustainable Transport Plan aims to: increase the use of public transport, cycling and walking; and reduce traffic congestion by making the centre more pedestrian-friendly.

The first round of community consultation was undertaken in May and June 2014. The plans received a generally positive response from the community. Council will consider the community feedback at its meeting in September 2014 and decide then whether to adopt the plans with any changes suggested by the community.



SUSTAINABILITY INITIATIVES

Energy Efficient Street Lights

Council aims to significantly reduce its carbon gas emissions by installing energy efficient light bulbs in 8000-plus street lights. Changing over the lights will reduce Council's carbon emissions by 18% and slash electricity bills by millions over the next 20 years.

At its December 2013 meeting, Council resolved to start the tender process for the project which is expected to cost \$3.3 million. A business case analysis shows this money will be recouped through lower electricity bills within six to eight years, as the new lights will use a third of the energy of the current

lights. After that initial 'pay-back period', Council will start making substantial savings in electricity and maintenance costs. The total savings are estimated to reach \$14.1 million by 2031. The roll-out of the energy efficient lights is expected to begin in late 2014.

Online Composting Tutorials

Composting has never been easier for Monash residents thanks to free online tutorials about composting and the ability to purchase a discounted compost bin or worm farm.

Council signed up to the Compost Revolution in 2013. The Compost Revolution is an online program that supports the home composting of food and garden scraps. Monash residents are able to visit the website (compostrevolution.com.au), indicate they live in Monash and access online tutorials which provide instructions and tips on how to compost or use worm farms effectively. After they have

participated in a tutorial and a quick quiz, residents are offered the option of buying a discounted compost bin or worm farm.

More than 120 Monash households have taken up these offers since the program launch. This has diverted nearly seven tones of waste from landfill and saved nearly 10,700 kg in CO2 emissions.

Garage Sales Galore

About 90 garage sales were registered in Monash in the national Garage Sale Trail program on 26 October 2013.

This was the first time Council had joined in the program which encourages people to hold garage sales so their unwanted goods go to a new home instead of being sent to landfill. Council appealed to both households and community organisations (including schools and sporting clubs) to hold garage sales.

Monash had the fourth highest registered garage sales of the 24 Victorian councils that registered for

the program. More than \$76,000 worth of goods was listed for sale and each household sold an average of eight shopping trolleys full of items on the day.

Council supported the program as it not only helps to reduce the amount of waste sent to landfill, but may also lead to people making new friendships in their neighbourhoods.

Recycling More Waste

Monash residents can now drop polystyrene off at the Waste Transfer Station for recycling following the completion of a successful Sustainability Victoria trial. Amounts under half a cubic metre are recycled free of charge.

The transfer station also introduced free X-Ray film recycling during 2013/14. The X-Rays are melted and the silver extracted and recycled. All films are treated as confidential.

Both services have been well received by the community. More than 1200 customers took polystyrene to the transfer station in 2013/14. From April to June 2014, staff filled a 240L bin with X-Ray film that had been brought in for recycling.

The e-waste recycling service established at the transfer station in March 2013 continues to prove popular with residents. Televisions, computer monitors and IT accessories can be dropped off for free under the service established as part of the Australian Government's National Television and Computer Recycling Scheme. A total of 220,462 tonnes of e-waste was recycled at the transfer station in 2013/14.



Cigarette Butt Recycling

The Monash Pride Crew introduced cigarette butt recycling through Terracycle in May 2014. Under the program, members of the crew collect cigarette butts from the main Activity Centres in Glen Waverley, Clayton and Oakleigh.

These are then sent to Terracycle, where the plastic components of the butts are recycled into new products (such as shipping pallets and railway sleepers). In two months, Terracycle recycled more than two million cigarette butts across Australia. For every kilo of butts recycled, \$2 is donated to the Cancer Council. In May and June 2014, Council sent 85,678 cigarette butts to Terracycle resulting in \$77.19 in donations for the Cancer Council.

Street Sweeping

An increase in the street sweeping cycle not only resulted in cleaner streets.

About 524 tonnes of the sweepings was diverted from landfill and turned into organic material between January and June 2014.

The street sweeping cycle was increased from a seven-eight week cycle to a five week cycle. This enabled more efficient removal of spoils from the kerbsides. The sweeping fleet now meets all Euro four & five emissions standards.

Recycled Mulch

Council recycled about 10,000 cubic metres of mulch produced from its tree maintenance and pruning program.

The mulch was used on garden beds and to revegetate areas throughout Monash, helping to suppress weeds, aid plant growth and improve the appearance of these areas.

Eco-Buy

Monash has been a member of ECO-Buy since 2003 and is committed to achieving our targets to increase the purchasing of environmentally friendly products.

The ECO-Buy Network meets on a regular basis to assess the potential for green

friendly products, which can be researched on the ECO-Buy website ecobuy.org.au

In 2013/14, Monash Council spent more than \$3.5 million on recycled and green products. This equates to 5% of Council's annual expenditure.

products to be purchased by Council. All staff members are encouraged to consider purchasing environmentally

Sustainable Living Workshops

Council ran seven free Sustainable Living Workshops to educate the community on how they can adopt a more sustainable lifestyle.

The workshops covered both gardening and sustainable living. Topics included: home harvest; shopping with a conscience; food waste and worms; composting; top soil regeneration; weed

management; edible weeds and pest control.

A total of 300 people attended the workshops which were held at community venues.

Waste Wise Business Efficiency Program

Council actively promoted the Waste Wise Business Efficiency Program in 2013/14.

Through the program businesses are educated about how to use resources more efficiently and how to reduce waste, both of which result in energy and cost savings.

The program included six hours of on-site facilitation and two half-day workshops held in Melbourne's Central Business District. Waste Wise certificates were presented to six Monash businesses that participated in the program.

Council sent
85,678
cigarette butts
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resulting in
\$77.19
being donated
to the Cancer
Council.

Model Sustainability Project

The new Eastern Innovation Business Centre is expected to be a model sustainability project for other industrial developments to follow.

A financial grant of \$245,000 was provided by the Office of Living Victoria for a Vertical Bio Filter Garden System to treat grey water and storm water from the centre and surrounding landscape. Other features such as the re-use of converging storm water run-off and of storm water from an existing barrel drain servicing the local industrial precinct will be included, along with the installation of a Bio Filtration Pond System.

Brine Street 'Goes Green'

The Council-operated Brine Street Child Care and Kindergarten in Hughesdale undertook several initiatives to make the centre more sustainable.

These included installing: solar hot water; a water tank to collect rain for use in children's vegetable gardens; and a worm farm and compost bins for suitable food waste composting. The centre operates a comprehensive sustainability program that was assessed by the National Quality Agenda as 'exceeding National Quality Standards'.



ADVOCACY PROJECTS

Undergrounding Of Powerlines At Waverley Park

Council is continuing to support the Waverley Park Residents Action Group in the long running campaign it has been waging to get Mirvac - the developer of the Waverley Park housing estate - to meet its commitment to put high voltage powerlines underground.

In August 2013, Mirvac sought the Planning Minister's permission to remove a condition in its planning permit that requires it to put the estate's high voltage powerlines underground. In September 2013, Council lodged an objection with the Planning Minister on the grounds that retaining the overhead powerlines would be detrimental to the visual character of the area and to the amenity of residents.

The Minister refused Mirvac's application. Mirvac appealed to the Victorian Civil and Administrative Tribunal (VCAT). A 10-day hearing was due to begin in August 2014. Council engaged a barrister to argue on behalf of Council and residents. However, the Minister 'called in' the matter from VCAT. As at October 2014 the Minister was yet to decide on the application.

Smoking Bans

Council has taken a strong leadership stance advocating for the introduction of a statewide ban on smoking in outdoor dining areas.

Mayor Geoff Lake has attracted significant media attention for this campaign. In 2012, 75% of surveyed Monash residents said they wanted a ban. Council wrote to the Health Minister and the Victorian Premier seeking support for a ban on smoking in outdoor dining areas, re-inforcing people's rights to fresh air. The State Government announced in August 2014 that it would introduce a ban.

Rezoning Vacant School Sites In Monash

The State Government decided to sell off five vacant school sites in Monash including the former Brandon Park Secondary College, Clayton Primary School, Clayton West Primary School Monash Special Developmental School and Oakleigh South Primary School.

In February 2014, the Planning Minister placed a Development Plan Overlay (DPO) on the sites, removing residents' rights to appeal against proposed developments on the sites. This sparked an outcry from Council and residents. Council sought to have the Minister review this decision and sent two letters asking for the overlay to be lifted. Local Members of Parliament were also contacted for their support. The Minister did not respond to the letters and the overlay remains in place.

In March 2014, Council surveyed residents asking whether they were worried that their rights to object to planning applications on the sites and to appeal to the Victorian Civil and Administrative Tribunal (VCAT) had been removed. Ninety four per cent of those who responded said they were worried.

The campaign gained further momentum after the five sites were sold for a combined \$97 million. Council has called on the State Government to reinvest the \$97 million sale proceeds on critical infrastructure projects in Monash.



Former school site, Brandon Park Secondary College

Leading The Way On Gambling Machine Reform

Council has led statewide roundtables and a media campaign to call for reforms in the way applications for new poker machines are assessed.

Monash hosted three Mayor-led roundtables in April, May and July 2014 titled: 'Re-dressing the Burden: discussion on Electronic Gaming Machine applications and system reform'.

These provided an opportunity for Mayors, Councillors and Council staff from across Victoria to come together to call for greater weight to be given to the impact poker machines have on the community. Some of the achievements include:

- A Monash Council-led motion to the Municipal Association of Victoria State Council, calling for systemic Electronic Gaming Machine reform
- Developing a comprehensive list of actions for how councils, the Municipal Association of Victoria and the Victorian Local Governance Association can work together to renew interest in achieving systemic reform
- Establishing an ongoing working group comprised of councils, the Municipal Association of Victoria and Dr Charles Livingstone (Academic, Monash University) to progress action
- Developing a statewide media campaign in the lead-up to the November 2014 State Election, advocating for State Government reform in the regulation of Electronic Gaming Machine applications
- The media campaign to be used by councils across Victoria to raise community awareness of the major challenges local governments face in protecting communities from local venues seeking to increase pokies; and of the detrimental impact of pokies on communities.



Removal Of Level Crossings

In March 2014, Council welcomed the State Government's announcement that it would fund the removal of two level crossings in Clayton. The work will be undertaken as part of a major rail project along the Pakenham and Cranbourne train line, which will involve removing four level crossings including the crossings at Clayton Road and Centre Road, Clayton.

The government has said construction on the overall rail project will start in 2015 and be completed in 2019. The Government's announcement came after the State Opposition had stated that, if elected, it would remove 50 level crossings within eight years, with the Clayton and Centre Road crossings high on the priority list. This means that regardless of the outcome of November's State Election, the two level crossings are set to be removed.

Alongside local businesses and residents, Council had lobbied for the removal of the Clayton level crossings for many years. The boom gates at Clayton Road are down for about 37 minutes per hour during peak periods, causing enormous frustration for drivers and delaying ambulances transporting people to the nearby Monash Medical Centre.

Council is pushing the State Government to ensure the project delivers the best community outcomes for the Clayton community.

Increased Federal Public Transport Spending

Monash is one of seven councils in eastern Melbourne that make up the Eastern Transport Coalition and together have lobbied for the Federal and State Governments to increase spending on public transport. The other councils are Greater Dandenong, Knox, Manningham, Maroondah, Whitehorse and Yarra Ranges.

In August 2013, the Mayors from the seven councils met at Huntingdale Railway Station and signed a joint letter to the leaders of the Federal Labor, Liberal and Greens parties urging them to support funding for urban rail projects.

The letter called on all of the parties to support funding for the Melbourne Metro project. That project is critical for the much needed creation of the Rowville train line, which will benefit Mulgrave residents who don't have access to a train line.

Generating Equality And Respect Program

Council's 'Generating Equality and Respect' program continued to gain momentum in 2013/14. This program is a world first and aims to prevent violence against women. It is funded by VicHealth and led by a strong and collaborative partnership between Monash Council, MonashLink Community Health Service and VicHealth.

Key activities in 2013/14 included:

- The Baby Makes 3 program was delivered to first time parents at the Clayton Maternal and Child Health Service. The program is designed to help couples explore changes in their relationship after the birth of their baby; negotiate parenting responsibilities; and maintain equality and respect in their relationship during the transition to parenthood
- A Monash Partners in Prevention Network was established and actively supports over 30 Monash youth practitioners to deliver good practice and respectful relationships education, and to promote gender equality through programs and services
- Council and MonashLink are building their capacity to model, promote and value gender equity and equal and respectful

relationships between men and women. An initial focus is on creating gender equitable policies and practices in both organisations, which will in turn lead to increased planning and delivery of gender equitable programs and services in the community

- A social marketing campaign was delivered in Clayton and Glen Waverley in late 2013, using the key program message 'Say NO to violence against women. Say YES to equality and respect.' This message appeared on Council banners, flags, bus shelter posters, magnets on garbage trucks and other materials visible in Monash
- A partnership between the Generating Equality and Respect program and Robert Bosch Australia has begun.

Youth Mental Health

Through the Monash Youth Plan, Council identified youth mental health as a key area for advocacy, with the aim to improve access to mental health services and to remove barriers to access.

A youth mental health advocacy campaign has started and key achievements in 2013/14 include:

- The development of a consortium to bid for a 'Headspace' service to be located in Monash. Three consortium meetings have been held, with 10 agency stakeholders providing input. An advocacy and communications plan has been developed
- Advocacy actions for the re-instatement of the Eastern Health Primary Mental Health Team have been completed
- A submission has been made to the Department of Health regarding the proposed mental health catchment boundaries reform.



ENGAGING WITH OUR COMMUNITY

Communications

Council is committed to keeping our community informed about its decisions and about community activities. We do this primarily through the Monash Bulletin, our 8-page newsletter that is delivered monthly to local homes. The Monash Bulletin is translated into the three major non-English languages spoken in Monash (Greek, Italian and Chinese) to ensure that it is accessible to as many of our residents as possible.

Our websites are updated daily with the latest information. As well as the primary Council site, we have six associated websites including sites for the Monash Aquatic and Recreation Centre, Clayton Aquatics and Health Club, Oakleigh Recreation Centre, Monash Public Library Service, Monash Youth and Family Services (MYFS), and Monash Gallery of Art. The Council, MYFS and library websites are currently being redeveloped to make them more user-friendly for our community. The new websites are expected to go live in late 2014.

Council also communicates with its community via social media sites such as twitter and facebook. In particular, Council has a strong following on twitter (with more than 2,000 followers as at 30 June 2014). Through twitter, residents are able to report issues to us (such as dumped rubbish, fallen tree branches, overfull bins) and receive information on local events and issues we are seeking feedback on.

SIR JOHN MONASH AWARDS

Nominate Your Monash Hero

The Monash Community Directory is produced annually to provide residents with information about how they can get involved in local community activities. The 2014 Directory was produced in March and lists Council services; community services; and contacts for community groups and facilities. It is available online on the Council and Monash Public Library websites.

Community Awards

Council has changed the way it runs community awards. In 2013, Council decided to establish one annual awards program, the Sir John Monash Awards, to replace award programs which were previously organised separately. This will hopefully result in more community interest and nominations for the new awards.

The new awards replace these previous awards:

- Empowering Monash Women Awards
- Monash Cultural Diversity Awards
- Monash Disability Awards
- Monash World Environment Day Awards
- Senior of the Year Award
- Sports Club of the Year.

Monash Senior Of The Year Award

Judy Peake from Glen Waverley was named Monash's 2013 Senior of the Year in October 2013 for her outstanding community service over 25 years. The award recognised a local person aged 55 or older who volunteered their time to help and inspire others. This was the last Monash Senior of the Year Award as it has now been incorporated into the Sir John Monash Awards.



There are eight categories in the Sir John Monash Community Awards. The winner of each category is eligible to win the overarching Sir John Monash Award. The winners of the Sir John Monash Awards were announced in May 2014 during National Volunteers Week. They are:

2014 Sir John Monash Award overall winner

The overall winner of the 2014 Sir John Monash Award for Outstanding Leadership was Neil Slaughter, President of the Waverley RSL Sub-branch.

Volunteer of the Year

Neil Slaughter

High Commendations
Dylan Cooper
Jillian Malin
Glenys Chandler

Positive Ageing Leadership

Gwen Clark

High Commendation
Elizabeth Adnams
Philip Terry

Multicultural Champion

Joseph Jin

High Commendations
Jayshree Ramachandran
Stella Onoufriou

Outstanding Advocate of People with Disabilities

Trudy Ryall

High Commendation
Jeanette Lee

Inspirational Women's Leadership

Rosemary Snibson

High Commendation
Anna Wang

Youth Leadership

Prateek Pillai

High Commendations
Satbir Singh
Michael Miller

Active Monash

Ceres Calisthenic Club

High Commendations
Waverley Gymnastics Centre
Waverley City Archers

Sustainability Leadership

Monash Permaculture

High Commendations
Essex Heights Junior Early Learning and Child Care Centre
Mariette Tuohey

Community Grants

In line with Council's decision to change the allocation of community and arts grants from a calendar year to a financial year, there was no formal grant round in 2013/14. Instead, there was a bridging round where the previous year's recipients, who would normally get an allocation, received a six month payment to take them to June 2014. Previous one-off projects did not attract funding through this transition process.

In this bridging round, the following community groups and organisations shared in more than \$1.7 million under Council's Community Grants Program:

| Organisation Name | Total Allocation |
|--|------------------|
| Able Australia Services | \$1,391.50 |
| African Women's Network South East | \$2,748.75 |
| Amaroo Neighbourhood Centre Inc. | \$59,683 |
| A-Muse Theatre Group Inc | \$711.81 |
| Anglicare Victoria- Dixon House | \$1,500 |
| Anglo-Indian Australasian Association | \$3,612.50 |
| Archangel Michael Senior Social Club | \$500 |
| Armenian General Benevolent Union | \$2,932.20 |
| Association of Independent Retirees | \$999.10 |
| Associazione Pensionati Laziali di Monash | \$6,618.96 |
| Australasia Coptic Society Inc | \$4,845 |
| Australia Sri Lanka Welfare Guild Inc | \$356.70 |
| Australian Armenian Welfare Society | \$3,377.12 |
| Australian Breastfeeding Association | \$418 |
| Australian Greek Elderly Citizens Club | \$6,699.72 |
| Australian Greek Welfare Society Ltd | \$6,525.50 |
| Australian Multicultural Foundation | \$8,487 |
| Australian Wuol Mission | \$3,073.32 |
| Avellino Circolo Pensioners of Springvale Inc | \$250 |
| Azad Gharibian Dance Group | \$2,248.16 |
| Bangla Sahitya Sansad (Bengali Literary Society Inc) | \$2,901.92 |
| Bengali Association of Victoria (BAV) | \$6,365 |
| Bestchance (Child & Family Care Net | \$23,523 |
| Care of the Aged Fund Sacred Heart | \$1,500 |
| Catanzaro Senior Citizens Club of Monash | \$3,634.56 |
| Chinese Community Social Services Centre Inc | \$2,602.20 |
| Chinese Performing Arts Development Inc | \$9,263.75 |
| Chinese Professionals Club of Australia | \$5,386.72 |
| Chisholm Combined Probus Club | \$1,647.29 |
| ChuChu Club Inc. (Vietnamese Seniors) | \$1,950.64 |
| Circolo Italiani Pensionati Di St Mary Magdalene | \$250 |
| Circolo Pensionati "Don Bosco" | \$7,283.06 |

| Organisation Name | Total Allocation |
|--|------------------|
| Circolo Pensionati Campani Di Clayton | \$5,268.67 |
| Circolo Pensionati Italiani Di Oakleigh-Clayton Inc | \$8,855.46 |
| Circolo Pensionati Italiani Di Waverley | \$5,730.98 |
| Clarinda Greek Senior Citizens Club | \$250 |
| Clayton Clarinda Arts | \$2,820 |
| Clayton Mandarin Friendship Association Inc | \$15,711.88 |
| Clayton Senior Citizens Club | \$12,461.86 |
| Combined Probus Club of Monash Centre | \$841.44 |
| Combined Probus Club of Monash Inc | \$709.16 |
| Combined Probus Club of Oakleigh Inc | \$554.50 |
| Combined Probus Club of Syndal | \$1,783.26 |
| Combined Probus Club of Waverley Gardens | \$291.20 |
| Connections- Child, Youth & Family Services | \$76,521 |
| Cook Island Community Services of Victoria | \$5,010 |
| Cook Islands Women's Federation of Victoria Inc | \$4,415 |
| Cosenza Senior Citizens Club of Kingston | \$250 |
| Country Womens Association of Victoria- Glen Waverley Branch | \$267.50 |
| Croatian Senior Citizens Group of Keysborough | \$500 |
| Culture Club of United Hungarians | \$4,636 |
| Emmanuel Friendship Club | \$125 |
| Encore Theatre Inc. | \$15,655.50 |
| Faros Senior Citizens | \$400 |
| Friends of Scotchmans Creek and Valley Reserve Inc | \$218.20 |
| Friendship Australian Egyptian Association | \$1,500 |
| Fusion Australia Ltd | \$1,500 |
| Glen Waverley Senior Citizens | \$22,246.47 |
| Glen Waverley Uniting Church | \$1,500 |



| Organisation Name | Total Allocation |
|--|------------------|
| Golden Age Senior Citizens Club | \$24,954.34 |
| Greek Elderly Citizens of Clayton & District Inc | \$250 |
| Greek Orthodox Parish of St Athanasios Springvale Senior Citizens Group | \$750 |
| Greek Pensioners Association – Estia Syntaxiushon Inc | \$1,250 |
| Greek Senior Citizens Club of Monash | \$15,363.68 |
| Greek Senior Citizens Club of Southern Eastern Districts & Regions | \$250 |
| Greek Seniors and Pensioners Association of Clayton | \$3,711.04 |
| Hera Greek Ladies Club | \$2,753 |
| Herat Cultural Association of Melbourne | \$1,695 |
| Hughesdale Art Group Inc | \$2,354.74 |
| Independent Hellenic Senior Citizens Association of Clayton and District Inc | \$2,792.96 |
| Indian Senior Citizens Association Inc | \$9,837.51 |
| Indonesian Club Melbourne Inc | \$2,910 |
| Jaffaria Association of Victoria Inc | \$7,512.32 |
| Kariatides Oakleigh Greek Womens Group Inc | \$4,821.50 |
| Kerrie Neighbourhood House | \$29,682 |
| Kerrie Road Toy Library Inc | \$673 |
| Kingston Chinese Senior Citizens Club | \$4,000.52 |
| Knox Hungarian Senior Citizens Club | \$250 |
| Ladies Probus Club of Glen Waverley Inc | \$1,240 |
| Ladies Probus Club of Mulgrave Inc | \$245 |
| Ladies Probus Club of Oakleigh | \$177.50 |
| Ladies Probus Club of Waverley Centre | \$1,100 |
| Ladies Probus Club of Waverley City Inc | \$1,250 |
| Ladies Probus Club of Wheelers Hill Inc | \$292.60 |
| Lemnian Community of Victoria Seniors Group | \$250 |
| Macedonian Senior Citizens Group of Monash | \$6,142.25 |
| Mahamevnawa Bhavana Asapuwa Inc | \$3,600 |

| Organisation Name | Total Allocation |
|---|------------------|
| Manihiki Henua of Victoria | \$8,775 |
| Melbourne Kannada Sangha Inc | \$1,154.16 |
| Molise Club Melbourne | \$3,757.50 |
| Monash Chinese Friendship Association | \$14,517.98 |
| Monash Chorale Inc | \$700 |
| Monash Community Raffle | \$647.54 |
| Monash Concert Band Inc | \$3,651.54 |
| Monash Greek Macedonian Elderly Citizens Club Inc | \$2,258.08 |
| Monash Korean Senior Citizens Club | \$3,714.86 |
| Monash Maltese Seniors Social Group Inc | \$1,888 |
| Monash Oakleigh Community Support & Information Service | \$23,557 |
| Monash Stroke Support Group Inc | \$500 |
| Monash Toy Library | \$635.10 |
| Monash Volunteer Resource Centre Inc | \$193,921 |
| Monash Waverley Community Information & Support | \$24,207 |
| MonashLink Community Health Service | \$8,170 |
| Mount Street Neighbourhood House | \$73,111 |
| Mount Waverley Combined Probus Club Inc | \$1,531.30 |
| Mount Waverley Ladies Probus Club | \$748.70 |
| Mulgrave Neighbourhood House | \$106,741 |
| Mulgrave Senior Citizens Centre | \$11,644.56 |
| Museum of Indonesian Arts Inc | \$1,000 |
| Nasir Community Association Inc | \$6,810 |
| National Seniors Australia – Monash Branch | \$2,244.19 |
| Neighbourhood Watch- Mount Waverley | \$193.08 |
| Neighbourhood Watch- Mount Waverley | \$8,705.08 |
| Neighbourhood Watch, Region 4 | \$840 |
| New Hope Foundation Inc. | \$15,435 |
| Notting Hill Community Association Inc | \$31,937 |
| Nuer Community Foundation Australia Inc | \$10,955 |

| Organisation Name | Total Allocation |
|---|------------------|
| Oakleigh Centre for Intellectually Disabled Citizens | \$5,328.96 |
| Oakleigh City Band Inc | \$2,678.25 |
| Oakleigh Coptic Senior Social Club Inc | \$125 |
| Oakleigh Group Alcoholics Anonymous | \$1,490.36 |
| Oakleigh Movie Club | \$603 |
| Oakleigh Occasional Care Cooperative | \$262.50 |
| Oakleigh Senior Citizens Club | \$21,368.98 |
| Oakleigh/Clayton Community Toy Library | \$4,227.21 |
| Olympos Greek Senior Citizens Club | \$2,669.41 |
| Parea Inc | \$3,090 |
| Parent Support Network- Eastern Region | \$3,924 |
| Pilipino Elderly Association of South East Region | \$250 |
| Pinewood Combined Probus Club | \$250 |
| Polish Community Council of Victoria | \$2,841.49 |
| Polish Senior Citizens Club Mount Waverley | \$1,598.80 |
| Pontian Association of Melbourne – Euxenos Pontos | \$2,610 |
| Poseidon Angling Club | \$1,213.80 |
| Power Neighbourhood House Inc | \$16,176.50 |
| Probus Club of Glen Waverley Inc | \$1,660.25 |
| Probus Club of Syndal Inc | \$1,350.68 |
| Probus Club of Wheelers Hill Inc | \$17.50 |
| Project Respect Incorporated | \$8,070 |
| Regione Lazio Monti Lepini Colleferro Social Club | \$9,040 |
| River Jiang Arts | \$375 |
| Royal Childrens Hospital Auxiliary (Waverley Section) | \$296.40 |
| Sankat Mochan Samiti Inc | \$1,850 |
| Scotsglen Singers Inc | \$300 |
| Senior Citizens of the Freccia Azzurra Club Inc | \$500 |
| Sewa International (Aust) Inc | \$386.16 |
| Sinhala Cultural & Community Services Foundation Inc | \$250 |
| Society for Asian Languages & Arts | \$350 |
| Songjang Club of Melbourne Inc | \$1,180 |
| South East Melbourne Osteoporosis Support Group | \$495.05 |
| Southern Ethnic Advisory & Advocacy Council | \$65,090 |
| Spanish Speaking Senior Citizens Club of Clayton | \$2,861.75 |
| St John's Ambulance (Vic) Monash Combined Division | \$6,526.72 |

| Organisation Name | Total Allocation |
|---|------------------|
| St. Theresa's Aged and Retired Services Inc | \$670 |
| Stella Clavisque Club | \$250 |
| Suez Basketball Senior Social Club Association | \$5,196.28 |
| Syndal Ladies Probus Club Inc | \$1,094.54 |
| Tally Ho Fitness Incorporated | \$2,500 |
| Tamil Senior Citizens Fellowship | \$5,421.18 |
| Tamil-Australian Friendship Society Inc | \$645 |
| The Compassionate Friends- Victoria Inc | \$479.52 |
| The Greek Orthodox Community of Monash and District | \$11,949.29 |
| The Probus Club of Mount Waverley Inc I | \$2,430 |
| The Probus Club of Waverley | \$1,238.60 |
| The Three Hierarchs Greek Elderly Group | \$1,000 |
| U3A Waverley Inc | \$1,500 |
| Ulang Community Association Inc | \$1,440 |
| United Sri Lankan Muslim Association of Australia | \$3,506.25 |
| Victoria Malayalee Seniors Association Inc | \$250 |
| Victorian Immigrant and Refugee Women's Coalition Inc | \$14,033 |
| Victorian Sikh Association | \$6,240 |
| WATCH | \$2,500 |
| Wavecare Inc Counselling Service | \$192,654 |
| Waverley Adult Literacy Program Inc. | \$262.50 |
| Waverley Arts Society Inc | \$2,082.20 |
| Waverley Bushwalking Club Inc | \$621.75 |
| Waverley Camera Club Inc | \$668.68 |
| Waverley Chinese Senior Citizens Club | \$17,250.75 |
| Waverley Community Learning Centre | \$87,647.30 |
| Waverley Fitness Group Inc | \$3,175 |
| Waverley Ladies Probus Club Inc | \$773.65 |
| Waverley Life Activities Club Inc | \$1,089.84 |
| Waverley Multiple Birth Association Inc | \$2,236.54 |
| Waverley Retirement Activities Group Inc | \$5,255.38 |
| Waverley Widowed Support Group Inc | \$749.96 |
| Waverley Woodworkers Club Inc | \$500 |
| Wavlink Inc | \$38,212 |
| WEAC | \$74,712 |
| WINACCOM Association Inc | \$102.74 |

A new on-line application process for community grants was launched in March 2014. Council staff ran several training sessions and provided group and one-on-one support to assist community groups with submitting their applications using the new online system. Successful applicants will receive this funding in 2014/15.

Community Consultation

Council is committed to consulting with our community.

Below is a snapshot of some key issues that Council consulted on in 2013/14:

Monash Housing Strategy

The first round of community consultation on a draft Monash Housing Strategy was undertaken in April and May 2014. Council prepared the strategy to guide future residential development and to provide a clear direction around the type and intensity of residential development across Monash. The response from the community provided general support for a more diverse range of dwelling types. However, the community has also called for greater protection of existing vegetation especially near the creek corridors. Council will revise the strategy to respond to the issues raised by the community.

Planning Scheme Review

Community consultation was undertaken on a review of the Monash Planning Scheme. The review considered several issues including: residential development; local job opportunities; limiting the impacts of licensed venues; addressing problem gambling; and encouraging sustainability. A total of 88 submissions was received including 33 individual written responses and 55 responses to the online survey questions. The submissions generally supported the principles of: directing growth; maintaining the garden character of Monash; and increasing dwelling diversity.

Age-Friendly Survey

In April and May 2014, more than 700 older residents of Monash responded to a survey asking them to rate the 'age-friendliness' of their local community. Feedback was sought across eight areas of urban life: outdoor spaces and buildings; transportation; housing, social participation; respect and social inclusion; civic participation and employment; communication and information; and community support and health services. As well as conducting the survey, Council recruited and trained 21 community members as Age Friendly Ambassadors. The ambassadors met with 36 groups of older adults to gather feedback on how Monash could become more 'age-friendly'. The key themes from the surveys and conversations will be reported back to Council in late 2014. Council will then implement an action plan to make Monash an 'Age Friendly City', under the criteria set by the World Health Organisation.



.....
**Structure
Plan And
Sustainable
Transport
Plan For Glen
Waverley**
.....

Council sought community input to develop a Structure Plan and Sustainable Transport Plan for the Glen Waverley Activity Centre. Consultation was undertaken through an online survey; at two community drop-in sessions which were attended by 120 people in total; and at four presentations made to community groups and committees. Both the Structure Plan and the Sustainable Transport Plan were adopted by Council in September 2014.

.....
**Graffiti
Removal At
Hotspots**
.....

Residents worked with Council on solutions to prevent graffiti at two graffiti hotspots, as part of a Community Graffiti Solutions grant. The community was invited to have their say via email, phone and participation in focus groups. Each community member who made contact was invited to vote on proposed mural designs and also to attend a street art workshop with the artists. The consultation began in January 2014 and concluded with the completion of the murals in May 2014. The murals are in: Village Walk, Glen Waverley, and Huntingdale Road, Chadstone.

.....
**Tree
Removal
Glen
Waverley
Estate**
.....

Council undertook community consultation on a management plan proposing to remove and replace 214 trees which form the boundary of the Avendon Estate in Glen Waverley. The proposal was to remove the trees - which are showing signs of significant decline - in stages over a 10-year period, with replacement vegetation introduced at each stage. Residents were consulted prior to the draft plan being developed and once again in March 2014. Twenty one submissions were received. There was general support for the removal of the trees and for them to be replaced with more suitable vegetation. At its May 2014 meeting, Council decided to implement the plan.

.....
**Monash
Milk Bar
Network
Exchange**
.....

From December 2013 through to May 2014, two surveys were sent to 44 Monash milk bar operators, three workshops were attended by 33 milk bar owners, three evaluations were completed and Council's Health Promotion Officer visited 20 milk bars. The milk bar owners were provided with important information on crime prevention, business safety and community services. All communication (verbal and written) was translated to Chinese Mandarin, the main language of many milk bar operators in Monash.

.....
**StreetLife
Project**
.....

Businesses in Oakleigh and Clayton were involved in StreetLife projects. All 360 businesses in Oakleigh Village were consulted for the Oakleigh project which focused on strengthening the Oakleigh Traders Association by encouraging more businesses in the area to support and join the traders association. All the businesses in the Clayton shopping strip were consulted as part of the Clayton project which provided information and training to traders.

.....
**Planting On
Nature Strips
– Guidelines**
.....

In the interests of being more sustainable and recognising that some residents would prefer something other than a grassed nature strip, Council reviewed its Planting on Nature Strip Guidelines. The revised guidelines were placed on public exhibition in April and May 2014, with consultation meetings held in Oakleigh and Glen Waverley. Council adopted the guidelines at its July 2014 meeting. Under the guidelines, residents are allowed to plant vegetation up to 50cm high on their nature strips. People are not allowed to plant vegetables, due to concerns about possible soil pollution and the effects of exhaust fumes.

CALENDAR OF EVENTS

▶▶▶ 2013

JULY

- National Tree Day planting at Bayview Reserve, Mount Waverley
- Monash Business Awards Gala Dinner
- National Aborigines and Islanders Day Observance Committee Week events
- Sir John Monash Lecture featuring Dr Leslie Cannold

AUGUST

- Women's Business Network Event
- Announcement of TOPSHOTS winner at Monash Gallery of Art (MGA)
- African Drums Winter Concert

SEPTEMBER

- Monash Business Awards Luncheon
- Dementia Awareness Week activities
- Monash Short Story Awards
- Winter jazz concert

OCTOBER

- Monash Seniors Festival
- Community Safety Month
- Glendi Festival in Oakleigh
- Garage Sale Trail program
- Bowness Photography prize winner announced
- Monash Youth Film Festival
- A Pet's Day Out pet expo
- Carer's Week
- Women's Business Network Event
- Economic Development Forum
- Quikskate Festival

NOVEMBER

- Active Monash Month
- Monash Business Awards Luncheon
- Monash Gallery of Art Community Day
- White Ribbon Day recognition

DECEMBER

- Monash Carols by Candlelight in Jells Park, Wheelers Hill



JANUARY

- Australia Day flag-raising, citizenship ceremony and community activities
- Summer Nights activities for families at MGA
- Library Summer Reading Club Wrap Up Party
- Minky's Summerfest Events

FEBRUARY

- Clayton Street Festival
- Chinese Lantern Festival in Glen Waverley
- Monash Business Awards Luncheon
- Jazz on the Deck at MGA

MARCH

- Clean Up Australia Day
- Oakleigh Music Festival
- International Women's Day forum
- Cultural Diversity Week Business & Community Forum
- Women's Business Network Event
- Welcome Day for international students

APRIL

- Community celebration of new playspace at Damper Creek Reserve, Mount Waverley
- Launch of local youth documentary as part of National Youth Week.
- Monash Business Awards Luncheon

MAY

- Responsible Gambling Awareness Week session for local sporting clubs
- Women in Business Exhibition and Luncheon
- Economic Development Forum Event
- Turning of first sod for Eastern Innovation Business Centre
- Palliative Care Week activities
- MGA Fundraising Dinner and Auction
- Ashwood Chadstone Neighbourhood Expo
- Wordfest Literary Festival
- Battle of the Bands
- All Schools Leadership Program Presentation
- African Families Forum Africa Day Event

JUNE

- World Elder Abuse Awareness Day
- Veg Out: Mulgrave Neighbourhood Event
- Zikora Winter Concert at MGA
- World Environment Day
- Refugee Week event



AWARDS, GRANTS AND FUNDING

Awards

Keep Australia Beautiful Awards

In late July 2013, the Monash Pride Crew won the Litter Prevention Category of the Keep Australia Beautiful (Victoria) Sustainable Cities Awards. The winning Monash Pride Crew is made up of members of Council's street cleansing team who collect litter, wipe down bins and ensure that any faulty infrastructure - such as broken seats or street lights - is fixed promptly.

In the 2013/14 budget, Council allocated additional funding for the Monash Pride Crew program to expand its operation into shopping strips such as Hamilton Place (Mount Waverley), Huntingdale and Pinewood (Mount Waverley).

Monash was also a finalist in the following categories:

- Sustainable City of the Year
- Community Action and Leadership (Eaton Mall enhancement)
- Community Government Partnerships (Eaton Mall enhancement)
- Pam Keating Environmental Sustainability (Mount Waverley Storm Water Harvesting Project)
- Resource Recovery and Waste Management (Culturally and Linguistically Diverse Communities Recycling Education Program)

Brine Street Nationally Recognised

In September 2013, the Brine Street Child Care and Kindergarten in Hughesdale was nationally recognised and assessed with a rating of 'Exceeding the National Quality Standards'. This independent rating is published on national websites and informs the community of the quality of Monash Council's only owned and operated Long Day Care and Kindergarten service.

Lifeguard Of Year Award

Ross Dean (pictured) was named Lifeguard of the Year in the Aquatics and Recreation Victoria Awards in June 2014. Ross has been working with Council as a Lifeguard and Duty Manager since 2012. He works across Council's three aquatic facilities and has an impeccable work ethic and demonstrates exemplary care for others.

The Monash Aquatic & Recreation Centre (MARC) also won an award for its website and social media platforms.



Grants & Funding

Council receives grants and funding from other levels of Government and external agencies and organisations to assist with projects. Here are some projects this funding was put towards in 2013/14:

- \$250,000 from the State Government to revamp laneways in Clayton to create a safe and more attractive environment. Council is contributing \$117,000 towards the project to improve safety within the three laneways between Clayton Road, Carnish Road and Mary Street
- \$70,000 from the Sport & Recreation Victoria Community Facility Funding Program for the Brandon Park Reserve Sports Lighting project for the installation of four lights for training and amateur games
- \$25,000 from the State Government helped Council to tackle graffiti in Oakleigh by assisting property owners to remove graffiti and by spreading an anti-graffiti prevention message at three local schools
- \$25,000 Department of Justice Graffiti Prevention Grant for a project to create a unique mural on a wall in Village Walk, Glen Waverley. Council contributed \$16,000 to the project
- \$20,000 from Sport & Recreation Victoria for the Intergenerational Active Spaces Feasibility Study. This study created the SPARC (Socially Inclusive, Playful, Active, Relevant and Connected) approach for the design and delivery of open spaces and public places
- Two grants of \$19,200 and \$19,800 under the State Government's Streetlife Program to help support the Clayton Traders Association and the Oakleigh Traders Association to promote better business by strengthening the business skills of traders.
- \$10,000 Keep Australia Beautiful Victoria grant to install five recycling bins at Glen Waverley and Oakleigh Golf Courses, Monash Aquatic and Recreation Centre (MARC), Central Reserve in Glen Waverley and Meade Reserve in Clayton
- \$10,000 from VicHealth for the Walk to School program with more than 1,000 participants linked into the program at eight local schools. A Walking and Cycling Guide was also developed to promote updated walking and cycling opportunities
- \$10,000 from the Australian Sports Commission's Multicultural Youth Sports Participation Program for the Let's All Play program. This program involved several culturally inclusive sports days, a youth leadership program, and tiered sessions with local sporting clubs in relation to using sport as a vehicle to support active citizenship
- \$3,000 grant to Monash Gallery of Art for artwork through the Robert Salzer Foundation and \$5,600 funding for an exhibition catalogue through the Gordon Darling Foundation. MGA also received funding through the Bowness Family Foundation for the Wilbow Gallery (\$7,000) and for the Online Collection Access Program (\$10,000).



Preventing Harm From Gambling Grants

In April 2014, Council successfully applied for a \$205,000 local gambling prevention grant from the Victorian Responsible Gambling Foundation to deliver the Clayton CANVAS program. The program will build the resilience of Clayton residents to gambling and encourage them to consider other social and recreational activities away from gambling. It will reach out to people such as young male footballers and cricketers, senior residents (particularly those who are socially isolated), international students, residents experiencing social and financial difficulties, and young people exposed to online gambling. Clayton was chosen as the location for this program because it is the hot spot for gambling harm in Monash. The suburb has a high density of poker machines.

In May 2014, Council received two grants, one for \$5000 and the other for \$4000, from the Victorian Responsible Gambling Foundation. The \$5000 grant was used to deliver a Think Tank to explore gambling exposure amongst international students in the inner east Melbourne catchment. The \$4000 grant was put towards an event where all Monash sporting clubs and recreation groups were invited to a presentation on responsible gambling.

Food Access Project Grant

Council received \$20,000 from Inner East Melbourne Medicare Local towards our Food Access project which seeks to understand the community's ability to easily access affordable, healthy and nutritious food. The first part of the project has involved a mapping exercise of all healthy food sources in Monash including community gardens and farmers markets. These will then be promoted through a social marketing campaign. The project will run until December 2014.

Monash Milk Bar Network Exchange

The State Government's Community Crime Prevention grants program provided a \$10,000 grant in August 2013 to fund the Monash Milk Bar Network Exchange for a six month period. The aim of the group is to build the capacity of milk bar operators to implement crime prevention and business safety strategies; minimise harm from crime; and increase the social and community engagement of milk bar operators in Monash.



\$10,000
grant to improve the safety
of milk bar owners.

Section Two

Governance



WHAT IS COUNCIL GOVERNANCE

Governance is about Council operating efficiently, effectively, impartially and with integrity and compassion. Monash Council has the proper processes and systems in place to help us make informed decisions on behalf of our residents. Our policies and procedures are designed to promote transparency and accountability, and to meet legislative requirements.

Our Vision Of Monash

An inviting City, diverse and alive with activity, designed for a bright future.

Council's Mission

Making a difference through commitment, expertise and leadership.

Our Values

At all levels in our organisation people are expected to demonstrate the following six core values:

- **Responsiveness** - Communicate in an open and transparent way and continue to improve the way we deliver our high level of service
- **Impartiality** - Communicate and treat people equally in the interests of Council and community
- **Accountability** - Work professionally, efficiently and effectively in our roles to achieve Council directions, policies and objectives
- **Respect** - Communicate and treat people fairly, objectively and with respect
- **Integrity** - Communicate honestly, abiding by applicable laws while undertaking public and professional duties
- **Achieving through Leadership** - Direction and purpose aligned to Council's vision and mission

COUNCIL'S PLANNING PROCESSES

The City of Monash Council Plan 2013-2017, Budget 2013/14 and Annual Business Plan 2013/14 are Council's key strategic documents. They outline our key directions; community outcomes; strategies to achieve these outcomes; and performance measures and targets. They are the guiding documents for this Annual Report.

This Annual Report relates to the first year of a new Council Plan which covers the period 2013-2017. In formulating the new Council Plan, we asked our community for their views on the direction they wanted Council to take. Our residents told us they wanted us to get back to basics and provide quality core services including waste and recycling collection, caring for our local parks, footpath maintenance and support for older residents to stay living in their homes. In setting the direction of the new plan we have listened to our community and will continue to engage with them. To create a sense of difference over the next four years the Council Plan focuses on the following key directions and principles:

- **Direction One:** Ensuring our City has Inviting Places and Spaces
- **Direction Two:** Achieving a Healthy and Active Monash
- **Direction Three:** Fostering Confident and Connected Communities
- **Direction Four:** Taking Actions for our Future
- **Our Principles:** Progressive Governance and Strong Leadership

Each of these directions and principles contain strategies and performance measures that will be implemented over the four year life of the Council Plan 2013-2017. On pages 56 to 85 of this Annual Report, we outline our results against the performance measures in 2013/14 and indicate the performance measures listed for 2014/15.

Councillors And The Role They Play

The Monash community elects 11 Councillors and they represent the overall public interest of the municipality and their respective wards. Monash is divided into four wards: Glen Waverley, Mount Waverley, Mulgrave and Oakleigh. Councillors are responsible for setting the strategic direction for Council's services and programs through the Council Plan.

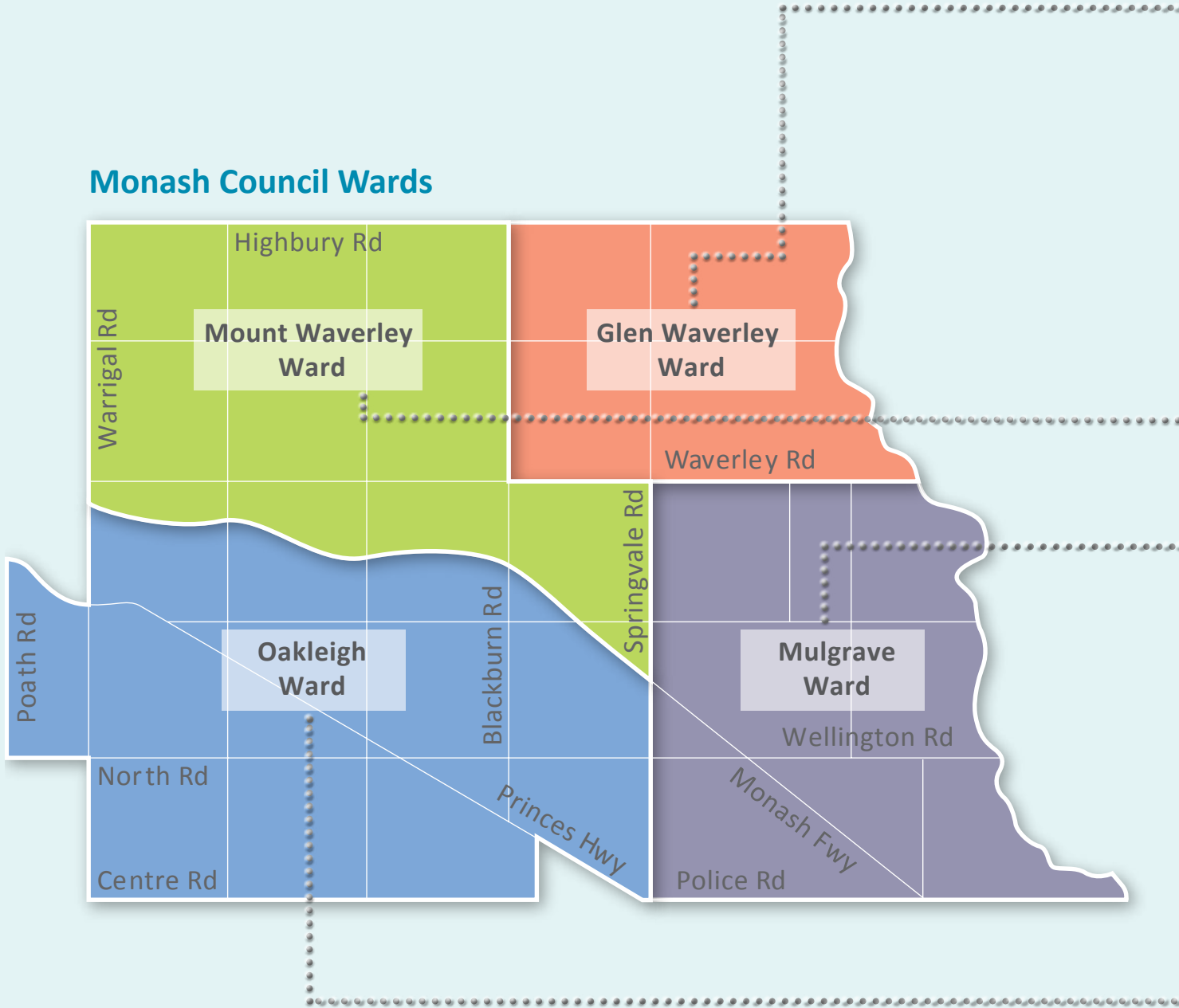
Victorian Local Government elections are held every four years. The current Council was elected on 27 October 2012. Each October/November the Councillors elect the Mayor and Deputy Mayor for a one-year term. On 1 November 2013, Cr Geoff Lake was elected Mayor and Cr Stephen Dimopoulos was elected Deputy Mayor.

Councillor & Mayor's Allowances

Each Councillor is entitled to an allowance under the Local Government Act 1989. As from 24 December 2013, the Councillor allowance in Monash is \$27,514 per annum and the Mayoral allowance is \$87,884 per annum. The superannuation contribution for 2012-2016 for each Councillor is \$2,545.04 per annum and for the Mayor is \$8,129.27 per annum.

INTRODUCING OUR CURRENT COUNCILLORS

Monash Council Wards



**PLEASE ADDRESS ALL
CORRESPONDENCE TO**
PO Box 1, Glen Waverley 3150
Councillors' faxes: 9518 3444

**Glen Waverley
Ward**



**Cr Geoff Lake
Mayor**
9518 3509 or
0411 645 281
Geoff.Lake@
monash.vic.gov.au



Cr Katrina Nolan
0406 274 126
Katrina.Nolan@
monash.vic.gov.au

**Mount Waverley
Ward**



Cr Brian Little
0407 878 033
Brian.Little@
monash.vic.gov.au



Cr Jieh-Yung Lo
0400 235 363
Jieh-Yung.Lo@
monash.vic.gov.au



Cr Rebecca Paterson
0437 959 163
Rebecca.Paterson@
monash.vic.gov.au

**Mulgrave
Ward**



Cr Robert Davies
0416 000 777
Robert.Davies@
monash.vic.gov.au



Cr Micaela Driberg
9570 4602
Micaela.Driberg@
monash.vic.gov.au



Cr Paul Klisaris
9518 3555
Paul.Klisaris@
monash.vic.gov.au

**Oakleigh
Ward**



**Cr Stephen
Dimopoulos
Deputy Mayor**
9579 3118
Stephen.
Dimopoulos@
monash.vic.gov.au



Cr Bill Pontikis
0418 355 166
Bill.Pontikis@
monash.vic.gov.au



Cr Theo Zographos
9530 9793 or
0430 316 911
Theo.Zographos@
monash.vic.gov.au

COUNCILLOR AND EXTERNAL COMMITTEES

| Committee/Organisation | Representatives |
|---|---|
| Special Committees of Council | |
| Monash Gallery of Art Committee of Management | Cr Robert Davies Substitute representative: Cr Katrina Nolan |

| Advisory Committees & Other Bodies of Council | |
|--|--|
| Audit & Risk Committee | Mayor Geoff Lake and Cr Robert Davies |
| Clayton Clarinda Community Strengthening Committee | Cr Bill Pontikis |
| Community Grants Program Evaluation Panel | Crs Stephen Dimopoulos, Micaela Driberg, Jieh-Yung Lo, Katrina Nolan and Rebecca Paterson |
| Disability Consultative Committee | Mayor Geoff Lake and Cr Micaela Driberg |
| Economic Development Forum | Crs Robert Davies, Micaela Driberg and Bill Pontikis |
| Environmental Advisory Committee | Crs Micaela Driberg, Paul Klisaris, Brian Little and Katrina Nolan |
| Mayor's Community Award Advisory Committee | Mayor Geoff Lake (Chair) and Crs Jieh-Yung Lo, Katrina Nolan and Rebecca Paterson |
| Monash Municipal Public Health and Wellbeing Plan Advisory Committee | Crs Micaela Driberg and Brian Little |
| Monash War Memorials Advisory Committee | Cr Robert Davies |
| Multicultural Advisory Committee | Crs Stephen Dimopoulos, Jieh-Yung Lo and Bill Pontikis |
| Oakleigh Village Steering Committee | Crs Stephen Dimopoulos, Bill Pontikis and Theo Zographos |
| Positive Ageing Reference Group | Crs Brian Little, Katrina Nolan and Theo Zographos |
| Responsible Gambling Task Force | Crs Micaela Driberg and Jieh-Yung Lo, Substitute representative: Cr Brian Little |
| Senior Citizens Forum | Cr Theo Zographos |
| Young Persons Reference Group | Cr Brian Little |
| Chief Executive Officer's Performance Review Committee | Mayor Geoff Lake (Chair), Crs Stephen Dimopoulos , Micaela Driberg and Rebecca Paterson |

| Committee/Organisation | Representatives |
|---|--|
| External Bodies | |
| Eastern Transport Coalition | Cr Paul Klisaris Substitute representative: Cr Micaela Drieberg |
| Metropolitan Local Governments' Waste Forum | Cr Brian Little |
| Monash Enterprise Centre Ltd Board | Crs Robert Davies, Rebecca Paterson and Bill Pontikis |
| Municipal Association of Victoria | Mayor Geoff Lake Substitute representative: Cr Theo Zographos |
| Victorian Local Governance Association | Cr Paul Klisaris Substitute representative: Cr Theo Zographos |
| Eastern Affordable Housing Alliance | Cr Jieh-Yung Lo |

Groups for which Councillors are appointed as Liaison Representatives

| | |
|---|--|
| Friends of Damper Creek Reserve | Crs Brian Little and Bill Pontikis |
| Friends of Scotchmans Creek & Valley Reserve Inc. | Crs Rebecca Paterson and Bill Pontikis |

Monash Young Persons Reference Group





COUNCIL MEETINGS

Public Meetings of Monash Council are held on the last Tuesday of the month. Meetings are held in the Council Chamber of the Monash Civic Centre, starting at 7.30pm. The minutes of Public Meetings of Council are available at the Civic Centre, Oakleigh Service Centre and Council's five branch libraries, as well as on Council's website.

In the past financial year, 12 Public Meetings of Council were held on:

| 2013 | 2014 |
|--------------|-------------|
| 30 July | 28 January |
| 27 August | 25 February |
| 24 September | 25 March |
| 29 October | 29 April |
| 26 November | 27 May |
| 17 December | 24 June |

Attendance At Council Meetings 30.7.13 – 24.6.14

| Councillor | Meetings Attended |
|--------------------|-------------------|
| Robert Davies | 12 |
| Stephen Dimopoulos | 11 |
| Micaela Driberg | 11 |
| Paul Klisaris | 10 |
| Geoff Lake | 12 |
| Brian Little | 12 |
| Jieh-Yung Lo | 12 |
| Katrina Nolan | 12 |
| Rebecca Paterson | 10 |
| Bill Pontikis | 12 |
| Theo Zographos | 10 |

AUDIT AND RISK COMMITTEE REPORT

The Audit & Risk Committee is an independent advisory committee of Council established under Section 139 of the Local Government Act 1989.

The Audit & Risk Committee's Charter sets out the objectives, authority, composition and tenure; roles and responsibilities; and reporting and administrative arrangements of the committee. The Audit & Risk Committee does not have executive powers or authority to implement actions in areas over which management has responsibility and does not have any delegated financial responsibility. The Audit & Risk Committee does not have any management functions and is therefore independent of management.

As part of Council's governance obligations to its community, Council has constituted an Audit & Risk Committee to facilitate:

- Effective internal and external financial reporting
- Effective management of financial and other risks and the protection of Council assets
- The effectiveness of the internal and external audit function
- The provision of an effective means of communication between the external auditor, internal auditor, management and the Council.

Membership

The Audit & Risk Committee consists of five members: two Councillors and three independent members. Councillor members are appointed annually while independent members are appointed through a recruitment process for a term of three years. The Chair of the committee Mark Hamill retired in June 2014 and Geoff Harry has been appointed as the new chair. Independent member Michael Ulbrick was reappointed for a further three years to May 2017.

Councillor Members

Appointed in December 2013

Cr Geoff Lake (Mayor)
Cr Robert Davies

July 2013 – November 2013

Cr Micaela Drieberg (Mayor)
Cr Jieh-Yung Lo (Deputy Mayor)
Cr Robert Davies (alternate)

Independent Members

Mark Hamill (Chair) retired June 2014
Geoff Harry (new Chair) appointed in July 2014
Bev Excell appointed in May 2013
Michael Ulbrick appointed in May 2011, and reappointed May 2014

Council's Chief Executive Officer Andi Diamond, Director Corporate Services Tom Evans, Manager Finance Services Danny Wain and the Internal Auditor (PricewaterhouseCoopers) attend all meetings by invitation of the committee. The External Auditor (the Victorian Auditor-General's Office) attended meetings to present the external audit plan and the statutory audit for the 2012/13 Financial, Standard and Performance Statements. The Audit & Risk Committee also met with the internal and external auditors without the presence of management to discuss issues of relevant interest in accordance with the Audit & Risk Committee Charter.

Attendance

The Audit & Risk Committee met four times during the 2013/14 financial year. The meetings were held on 27 August 2013, 26 November 2013, 11 February 2014 and 24 June 2014.

| A&RC member | Meetings attended |
|--|-------------------|
| Mark Hamill (Chair) | 3 |
| Michael Ulbrick | 4 |
| Bev Excell | 4 |
| Cr Geoff Lake (member from early November 2013) | 3 |
| Cr Robert Davies (alternate 2012/13, member 2013/14) | 4 |
| Cr Micaela Drieberg (member until early November 2013) | 1 |
| Cr Jieh-Yung Lo (member until early November 2013) | 1 |

Key Activities

The following reviews were conducted in accordance with the adopted Risk Assessment and Internal Audit program:

- Cash Collection & Payment Processing (Civic Centre and Oakleigh Service Centre, Waste Transfer Station and Monash Halls)
- Financial Transaction Analysis
- iProcurement post-implementation
- Business Continuity Planning/Disaster Recovery Planning
- Follow-up of outstanding internal audit actions
- Oversight of risk management function of Council
- Project Management

In addition to the review of internal and external audit matters during 2013/14 the Audit & Risk Committee reviewed the following:

- Audit & Risk Committee Charter
- Self Assessment Questionnaire
- Internal Audit Performance Survey

The Chairperson, Mark Hamill, met with Council in March 2014 for his annual meeting to brief Council on current issues and the performance of the Audit & Risk Committee. Mr Hamill highlighted activities of the Audit & Risk Committee and other key areas including the Strategic Internal Audit Plan, Victorian Auditor-General's Office audits and Risk Management implementation.

In accordance with best practice recommendations, the Audit & Risk Committee also undertook a self-assessment to evaluate its performance.

Internal Auditor

Council's Internal Auditors, PricewaterhouseCoopers (PwC) had its contract extended for a further one year (July 2014 to June 2015). On appointment, PwC performed a risk assessment of Council's operations and prepared a three-year internal audit program, for recommendation by the Audit & Risk Committee. This was expected to be adopted by Council at its meeting on 30 September 2014.

External Auditor

The Victorian Auditor-General's Office is our external auditor. The Audit & Risk Committee reviewed the 2012/13 Annual Financial, Standard and Performance Statements and also considered responses prepared by management in the annual statutory audit and the audit risk plan and monitored the progress of management in implementing agreed actions.



COMPLIANCE

Local Laws

Council has several local laws which help to ensure Council is well governed, and that the safety, health and amenity of the local community is protected.

- **Local Law No.1** - establishes meeting procedures for Council and Special Committees of Council and the election of the Mayor and Chairpersons of Special Committees
- **Local Law No.2** - establishes processes for the use of the Common Seal
- **Local Law No.3** - embraces a broad range of controls regarding amenity, environment, public behaviour and the use and protection of community assets
- **Local Law No.3A** - No Smoking in Playgrounds
- **Local Law No.4** - restricts smoking in the following areas:
 - » inside a building on Council land
 - » within 10 metres of the entrance to a building on Council land
 - » within 10 metres of a building on a reserve located on Council land
 - » on Council land as specified in the Local Law schedule
 - » at Council run or sponsored events.

Freedom Of Information

The major objective of the Freedom of Information Act 1982 is to give the community the right to access information in the possession of bodies constituted under the law of Victoria for public purposes. In administering the Act, Council has a duty to make the maximum amount of information promptly and inexpensively available to the public.

The Act specifies an application fee is mandatory, unless the applicant can prove financial hardship. Council provides free access to any information/ documents that would normally be publicly available.

Documents, which are exempt from access, include (but are not limited to):

- Internal working documents
- Law enforcement documents
- Documents protected by legal professional privilege
- Documents affecting personal privacy
- Documents acquired from a business, a commercial or financial undertaking, and relating to trade secrets or other matters of a business, commercial or financial nature, which if disclosed would expose the undertaking to a disadvantage
- Documents containing material obtained in confidence
- Documents relating to a closed meeting of Council
- Documents which, if disclosed, would be adverse to the public interest.

All Freedom of Information applications must be forwarded to the delegated Authorised Officer, currently Council's Civic and Governance Coordinator. All formal applications are required to be made in writing, setting out the information required, and accompanied by the appropriate application fee. The Act requires that requests be determined within 45 days from the date that the application is received by Council.

In the 2013/14 year, these are the relevant FOI statistics for Monash Council:

| | |
|--|----|
| FOI applications received | 25 |
| FOI applications responded to within statutory timeframe | 25 |
| Access Granted in full | 19 |
| Access Granted in part | 2 |
| Access Denied | 3 |
| Withdrawn | 1 |
| Request for Review | 0 |
| Appeal to Victorian Civil & Administrative Appeal Tribunal | 0 |

Documents Available For Inspection

The following information can be inspected at the Monash Civic Centre, (293 Springvale Road, Glen Waverley) during normal business hours:

- Details of current allowances for the Mayor and Councillors
- Total annual remuneration for all senior officers in respect of the current financial year and the previous financial year, set out in a list that states:
 - » ranges of remuneration of senior officers where the difference between the lower amount and the higher amount in each range must not exceed \$10,000
 - » the number of senior officers whose total annual remuneration falls within the ranges referred to above
- Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months
- Names of Councillors and Council officers who submitted returns of interest during the financial year and the dates submitted
- Agendas and minutes for ordinary and special meetings held in the previous 12 months kept under Section 93 of the Local Government Act 1989, except where such minutes relate to parts of meetings which have been closed to members of the public under Section 89 of the Local Government Act 1989
- A list of all special committees established by the Council and the purpose for which each committee was established
- A list of all special committees established by the Council which were abolished or ceased to function during the financial year
- Minutes of meetings of special committees established under Section 86 of the Act and held in the previous 12 months except where such minutes relate to parts of meetings which have been closed to the public under Section 89 of the Local Government Act 1989
- Register of delegations kept under Sections 87, 88 & 98 of the Local Government Act 1989
- Submissions received under Section 223 of the Local Government Act 1989 during the previous 12 months
- Agreements to establish regional corporations and regional libraries under Section 196 of the Local Government Act 1989
- Register of leases entered into by the Council as lessor or lessee
- Register of authorised officers appointed under Section 224 of the Local Government Act 1989
- A list of donations and grants made by Council during the financial year
- A list of organisations that the Council was a member of during the financial year
- A list of contracts of \$150,000 or more that Council entered into during the financial year without first engaging in a competitive process, but excluding contracts that were entered into because of an emergency; or the Minister for Local Government approved the arrangements for entering into the contract; or the Council acted as an agent on behalf of a group of councils.

Risk Management

Risk Management continues to be supported by Council's Executive Leadership Team and monitored by the Audit & Risk Committee. The annual review of Corporate and Strategic Risks has occurred which have been linked to Council's key objectives. Council has recently purchased software provided by Local Government Software Solutions to better capture and manage department and strategic risks.

Following a review of Risk Management practices by PricewaterhouseCoopers a process is undertaken quarterly to identify emerging risks, add new risks and report on the effectiveness of the mitigating controls. The Risk and Opportunity Management Framework that complies with ISO 31000:2009- Risk Management also supports this process.

Council recognises that good risk management and a strong risk culture assists with reducing public liability and asset damage claims. Due to a good claims performance, Monash Council only incurred an increase of 3%

to its public liability insurance contribution for 2014/15, which is one of the lowest increases across Victoria. Financial savings were also made in the Industrial Special Risks Insurance scheme due to Council receiving no claims under the scheme during the previous year and a reduction in the overall asset value.

Due to a good claims performance, Monash Council only incurred an increase of **3%** to its public liability insurance contribution for 2014/15

Asset Management

Council has Asset Management Plans in place to manage our extensive assets which include:

- 264 buildings ranging from neighbourhood houses to community centres, sporting pavilions and the Civic Centre
- 1,200 kilometres of underground pipes and 42,000 storm water pits
- Recreation services including 520 lights in Council reserves, 141 playgrounds and 82 sports grounds
- Pedestrian access to 1,562 kilometres of on road pathways and 47 kilometres of off-road paths
- 732 kilometres of local roads, 25 kilometres of rights of way, 43 bridges, 411 retaining walls, and 156 off-street car parks
- Council's fleet of 238 registered vehicles valued at approximately \$10.6 million.

The National Asset Management Assessment Framework (NAMAF) was released in early 2010 and consists of 76 questions designed to determine and benchmark maturity ratings for financial management, and reporting and asset management across the local government sector nationally. Council works hard to meet the criteria set out in the framework.

Recreation services including **520** lights in Council reserves, **141** playgrounds and **82** sports grounds

Our asset management policy, strategy and asset management plans are consistent with the objectives of NAMAF, however some actions still need to be addressed.

The state of Council's assets is also reported annually to the State Government.

In addition, Council has a Road Management Plan in accordance with the Road Management Act (2004). Our staff members carry out scheduled inspections annually on one third of our road network, which equates to approximately 250 kilometres. They also maintain assets located within the road reserve.

Council's Road Management Plan was reviewed in 2012/13, and some changes were recommended. These were subsequently incorporated into a new Road Management Plan which is available on Council's website.

Information Technology

Council's Information Technology department supports more than 800 fixed and mobile computing devices. Specific activities completed in 2013/14 were:

- Implementation of electronic procurement and invoice scanning systems
- The addition of new internet based transactions to Council's website
- Projects planned to be undertaken by the Information Technology department in 2014/15 include:
 - » Implementation of a content management system for Council's website which will make the website more user-friendly for our community
 - » Finalisation of the implementation of a Home and Community Care software system
 - » Implementation of a new Business Performance Management Software system.



Information Privacy

In September 2001, the Information Privacy Act 2000 came into operation.

The purpose of the Act can be summarised as follows:

- Establishes a regime for the responsible collection and handling of personal information in the Victorian public sector (including Local Government)
- Provides individuals with rights of access to information about them held by public organisations (& contracted service providers)
- Provides individuals with rights to require correction of information held
- Provides remedies for interference with the information privacy of an individual
- Creates the Office of the Privacy Commissioner who is to be responsible for the administration of the legislation.

The Information Privacy legislation does not over-ride any of the relevant provisions of the Freedom of Information Act 1982 as it relates to personal information or documents containing personal information.

The legislation sets out 10 Information Privacy Principles (IPPs) that govern collection, use, storage, security and accuracy of personal information. It is mandatory for a public sector organisation like Monash Council to comply with the IPPs.

Council has developed policies and procedures for the purpose of meeting its responsibilities under the legislation. These are available on Council's website. As required by the Information Privacy Act, Council has developed and made public a statement of how it will collect and manage personal information. This statement appears below:

Monash City Council regards as important the protection of its residents' and other customers' privacy and personal information. The Council will do its best to protect this privacy and personal information in all dealings that it may have with you, in accordance with the principles set out in the Information Privacy Act 2000.

Council will only collect what personal information it requires from you in order to carry out its statutory and legal responsibilities and to deliver its services.

Council will only use personal information or permit it to be used by a third party under the following circumstances:

- For the primary purpose for which the information is collected
- A purpose directly related to the primary purpose and for which there would be a reasonable expectation that the information would be used or disclosed for that purpose
- To meet statutory or legal requirements
- To meet its service provision responsibilities.

Visitors to our website will not be required to disclose personal information. Tracking of visits to the site will only be conducted for the purposes of collecting statistical information and will not identify individuals. The Council website contains links to other sites. Council takes no responsibility for the content or privacy practices of these sites.

E-mails sent to the Council will only be recorded to fulfill the purpose for which they are sent. The sender's details will not be added to a mailing list without their permission.

Community members may seek access to or correction of the personal information Council holds about them. Such requests must be made in writing to Council's Information Privacy Officer: PO Box 1, Glen Waverley, VIC 3150 or mail@monash.vic.gov.au

If you believe there has been a breach of your personal privacy by Council, please make a complaint in writing to Council's Information Privacy Officer. If the matter is not resolved to your satisfaction, you can make a complaint to the Victorian Privacy Commissioner.

For any enquiries about the handling of personal information by Council, please call Council's Information Privacy Officer on 9518 3696.

Protected Disclosures

In 2012, the Protected Disclosures Act 2012 was created and replaced the Whistleblowers' Protection Act 2001.

Monash Council is committed to the aims and objectives of this legislation which:

- (a) encourages and facilitate disclosures of-
 - (i) improper conduct by public officers, public bodies and other persons; and
 - (ii) detrimental action taken in reprisal for a person making a disclosure under this Act;
- (b) provides protection for-
 - (i) persons who make those disclosures;
 - (ii) persons who may suffer detrimental action in reprisal for those disclosures;
- (c) provides for the confidentiality of the content of those disclosures and the identity of persons who make those disclosures.

Council does not tolerate improper conduct by its employees or Councillors, nor the taking of reprisals against those who come forward to disclose such conduct.

We recognise the value of transparency and accountability in our administrative and management practices, and support the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

Council will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. We will also afford natural justice to the person who is the subject of the disclosure.

Copies of Council's Protected Disclosures Policy and Procedures are available at Council's Civic Centre and on Council's website at www.monash.vic.gov.au.

In 2013/14, Council received no disclosures under the Protected Disclosures Act 2012.



Section Three

Our Organisation

ORGANISATION STRUCTURE

Council's Executive Leadership Team comprises the Chief Executive Officer and four Directors who are responsible for the following areas: Corporate Services; City Development; Community Development and Services; and Infrastructure. The Executive Manager - Corporate Administration and Customer Service, and the Manager - Communications are also members of the Executive Leadership Team.

Executive Manager - Corporate Administration and Customer Service
Jarrod Doake



Below is our senior Leadership Team as at 30 June 2014:



Chief Executive
Andi Diamond

Manager - Communications
Ainslie Gowan



Community Development and Services

Julie Salomon
Dip Teaching (IECD), Grad Dip in Spec Ed, Grad Cert in Applied Business, Grad Cert Mgmt



Infrastructure

Ossie Martinz
B. Eng (Civil) and Post Grad (Municipal Eng and Mgt), Post Grad Env Eng

To provide a wide range of customer focused services which are relevant, of high quality and accessible to all residents of Monash.

To efficiently provide and maintain City infrastructure and facilities to meet operating performance standards set by other Divisions.

- Aged & Community Services**
Rebecca Smith and Simon Rose (Acting)
- Children's & Family Services**
Geoff Loftus
- Community Planning & Development**
Fee Harrison
- Information & Arts**
Anne-Maree Pfabe
- Youth & Active Communities**
Kris Miller (Acting)
- Economic Development**
Jeff McAlpine

- Asset Maintenance**
Robert Renshaw
- Capital Works**
Andrew Andonopoulos
- Engineering**
James Paterson
- Horticulture Services**
Phillip Plumb
- Sustainable Infrastructure & Emergency Management**
Kim Hanisch
- Waste Services**
Joe Lunardello

Leigh Harder served as Director - Human Resources until December 2013. Following his resignation, his responsibilities now fall under the Corporate Services Division.

* Sue Wilkinson resigned as Director - City Development, June 2014

** Peter Panagakos was appointed Director - City Development, July 2014

STAFF PROFILE

As at 30 June 2014 we employed 1,096 people across five Divisions: City Development, Community Development & Services, Corporate Services, Executive and Infrastructure.

Staffing Composition - 30 June 2013

| Division | Permanent | | | | Temporary | | | | Casual | | Total | | TOTAL |
|----------------------------------|------------|------------|------------|-----------|-----------|-----------|-----------|-----------|------------|------------|------------|------------|--------------|
| | Female | | Male | | Female | | Male | | Female | Male | Female | Male | |
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time | | | | | |
| Executive | 23 | 12 | 4 | 3 | | 1 | | | | 3 | 36 | 10 | 46 |
| Corporate Services | 27 | 11 | 20 | 1 | | | | | | | 38 | 21 | 59 |
| Infrastructure | 35 | 8 | 152 | 2 | | | 1 | | 3 | 2 | 46 | 157 | 203 |
| City Development | 34 | 32 | 37 | 3 | 3 | 2 | 1 | 2 | 1 | 2 | 72 | 45 | 117 |
| Community Development & Services | 110 | 175 | 34 | 29 | 10 | 8 | 2 | 1 | 196 | 106 | 499 | 172 | 671 |
| TOTAL | 229 | 238 | 247 | 38 | 13 | 11 | 4 | 3 | 200 | 113 | 691 | 405 | 1,096 |

Training And Development

Council is committed to providing training and development opportunities for all staff. In 2013/14, a significant number of staff participated in a range of training programs including Selection Interviewing Skills, Customer Service, Communication Skills and a range of Occupational Health and Safety Programs.

An "Authentic Leadership Program" was provided to all Directors, Managers and Coordinators in 2013 by Monash University and Resolutions RTK and to a further group of 30 leaders in 2014. The three day program comprised the following five modules: Keys to Leadership Excellence, Frontline Management Fundamentals, Career and Personal Development, Developing your Team, and My Strengths. This program will ensure our leaders have the capability, the knowledge and the commitment to achieve and act as role models of our preferred culture.

In addition, Council launched a new framework for performance development and review across the organisation. The training supports leaders to set clear objectives and hold authentic conversations, including difficult conversations about performance. The program will be rolled out in the second half of 2014.

As part of our Corporate Training Program, staff have been encouraged to enroll in further tertiary studies. Staff

have taken up this opportunity across a range of further education studies including business, health, professional and trade courses.

Council offers a significant Work Experience program for Year 10 students who live in, or attend school in, Monash. Students participating in the program are provided with work placements in Council departments. More than 60 students participated in the program in 2013/14.

The Corporate Health and Wellbeing Program was established to support Council employees by promoting a balanced and healthy lifestyle. A range of activities was again offered through this program in 2013/14 including information seminars and workshops, weight loss and fitness programs, staff medical assessments, get moving – take a break program, fruit box promotion plus casual dress days that collected donations to support various charities.

Equal Opportunity

Council believes that its employees are entitled to be treated on the basis of their abilities and merit, and to work in a safe, productive and congenial environment where they are treated fairly and equitably and are not subject to harassment, discrimination, bullying or occupational violence of any kind.

Council runs an education program for staff providing them with full details of our Equal Opportunity Policy and Guidelines, Harassment Policy and Guidelines, and Bullying and Occupational Violence. The program provides clarification on the grounds of discrimination, what behaviour constitutes discrimination and harassment, employee and employer responsibilities, and processes within Council for dealing with these issues. Training of staff in Selection Interview Techniques has also reinforced our requirement for merit-based selection.

All new staff members are provided with full details of the Equal Opportunity, Harassment and Bullying and Occupational Violence policy, guidelines and processes through Council's online Induction Program. This program was developed in 2012 and it ensures all new staff members settle in quickly and gain an overview of Council and common policies and guidelines which are important for staff to know and understand. About 50 new permanent staff members also participated in Council's one day Corporate Induction Program in 2013/14.

Occupational Health And Safety

Council is committed to continuously reviewing its safety system and processes to improve the workplace environment. Actions undertaken in 2013/14 to achieve this included:

- A review of the Occupational Health and Safety Policy and Injury Management and Rehabilitation Policy by the Chief Executive Officer
- The creation of a dedicated safety unit to provide strategic consistency in safety standards across Council
- Recertification of the Infrastructure Division safety system following an external safety auditor effectiveness evaluation
- The corporate Health and Safety Committee met as scheduled on four occasions throughout the year to consider health and safety issues. One Director and two Executive Managers are Health and Safety Committee members
- Hazard specific surveys, analysis of incident data trends, audit reports and workers compensation data were used to address specific safety issues that required focus across Council, including:
 - » First aid response
 - » Working at heights
 - » Material safety data sheets
 - » Working in isolation
 - » Electrical safety
- Health and safety related training courses (including emergency warden, incident management, safety awareness and safety inductions) were provided for staff.



1 DIRECTION

Ensuring our city has inviting places and spaces

Community Outcomes

1. Enhanced parks, open spaces, walking and cycling trails across the City.
2. Access and safety needs are attended to.
3. The local impacts reported by residents resulting from the density of residential development are monitored and managed.
4. Cultural and Activity Centres across Monash remain vibrant and pleasant places to be.

Note: This Direction contains strategies and performance measures that will be implemented over the four year life of the current Council Plan (2013-2017). In each Direction, the Key Strategic Activities identified for 2013/14 are highlighted. This Annual Report includes the results for the performance measures in 2013/14 and indicates the performance measures listed for 2014/15.

OUTCOME 1.1: Enhanced parks, open spaces, walking and cycling trails across the City.

Strategies To Achieve This Outcome

1.1.1 Review the accessibility and quality of public open space across Monash for development of a new Public Open Space Strategy for Monash – ‘Creating Better Spaces.’

Performance measures in Council Plan 2013-2017 to achieve this Strategy

- Complete Stage One of the Public Open Space Review.

Target: 2013/14

Result: The Public Open Space Review was presented to

Councillors in March 2014. The report provides an overview of the existing open space network, outlining the classification (types) and hierarchy (size) of spaces, and a high level gap analysis of the distribution of open space across Monash. Stage 2, subject to funding, will provide the detailed/refined level for a draft Monash Open Space Strategy.

Status: 100% complete

- Implementation of actions/ funded priorities contained in the Public Open Space Strategy – ‘Creating Better Spaces’.

Target: To be undertaken from 2014-2017

1.1.2 Improve walking and cycling trails, including connections between existing public open space and links to Activity Centres across the City.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Implementation of the funded priorities in the Walking and Cycling Strategy.

Target: 2013-2016

Result in 2013/14: A priority in 2013/14 was producing the Walking and Cycling Guide which is complete. This guide provides an up-to-date map of walking and cycling trails and pathways throughout Monash, as well as a range of useful information for walkers, cyclists and others looking to get active. Sections of the Scotchmans Creek trail in Mount Waverley were also widened and upgraded.

Status: 100% complete (in relation to actions proposed for 2013/14)

1.1.3 Further develop amenities and facilities within parks and reserves that reflect preferences expressed by communities.

Performance measures in Council Plan 2013/17 to achieve this Strategy

- Completion of a Regional Active Space Design Study that considers the needs of children, youth and older adults.

Target: To be undertaken in 2014/2015

- Implementation of funded priorities from these strategies:
 - » Active Reserves Strategy
 - » Playground & Playspace Strategy
 - » Monash Youth Plan 2013-2016
 - » Public Open Space Strategy – Creating Better Spaces (from 2015).

Target: 2013-2016

Result in 2013/14: In response to the Active Reserves Strategy, the Jack Edwards Reserve Junior Pavilion (Oakleigh) was redeveloped. Upgraded sports lighting at Tally Ho Reserve and Brandon Park Reserve, new sports lighting at Lum Reserve and redeveloped cricket nets at Mount Waverley Reserve were other highlights responding to the Active Reserves Strategy. A new playspace was completed at Holmesglen Reserve (Ashwood) featuring an all access playground with nature and adventure play elements, landscape, pathways, seating and shelter. The Damper Creek Reserve (Mount Waverley) playspace upgrade was opened in April 2014. Both of these projects were key

highlights of the Capital Works program and had been identified in the Playground and PlaySpace Strategy. The Intergenerational Active Spaces Feasibility Study has been developed and the first project, Valley Reserve (Mount Waverley), is funded in Council's 2014/2015 Budget.

Status: 100% complete (in relation to actions proposed for 2013/14)

- Implementation of the Public Arts Policy to identify potential priority sites in our parks/green open spaces for public art.

Target: 2013-2017

Result in 2013/14: Potential sites for public art have been identified and include Valley Reserve; laneways in Oakleigh, Clayton and Glen Waverley; sites connected with the anniversary of World War I and Glen Waverley Railway Station. The inclusions of art and artists in Capital Works Projects will be explored as part of our Capital Works program in 2014/2015.

Status: 100% complete (in relation to actions proposed for 2013/14)



OUTCOME 1.2: Access and safety needs are attended to.

Strategies To Achieve This Outcome

1.2.1 Upgrade footpaths and pedestrian continuity.

Performance measures in Council Plan 2013-2017 to achieve this Strategy

- Priority areas identified for footpath renewal and renewal works undertaken in accord with funded priorities.

Target: 2013-2017

Result in 2013/14: The footpath renewal program was completed on time and on budget in 2013/14. Major works included replacement of significant areas of footpath in the area bounded by North Road, Clayton Road and the railway line in Clayton.

Status: 100% complete (in relation to actions proposed in 2013/14)

- Trend over four years from 2012 shows that community

satisfaction with 'local streets and footpaths' in Monash increases or is maintained (Local Government Community Satisfaction Survey)

Target: By 2017

Result in 2013/14: Community satisfaction with 'local streets and footpaths' dropped four points to 63 compared with a result of 67 in both the 2012 and 2013 surveys (Local Government Community Satisfaction Survey)

Status: Noted. In our four year Capital Works plan adopted in April 2014, Council committed to increase the amount it spends on footpath renewals. This amount will increase in each of the following financial years: 2015/2016, 2016/2017 and 2017/2018. The annual amount of funding for footpath renewal works is proposed to increase from \$1.8 million in the 2014/15 financial year to \$2.7 million in the 2017/2018 financial year.

1.2.2 Explore Monash becoming an 'age-friendly City'.

Performance measures in Council Plan 2013-2017 to achieve this Strategy

- The Positive Ageing Strategy utilises 'age-friendly framework'.

Target: To be undertaken 2014/15

- Report to Council on the requirements and feasibility of Monash becoming an 'age-friendly City'.

Target: To be undertaken 2014/15

114,053
trees, shrubs and
ground covers
planted

OUTCOME 1.3: The local impacts reported by residents resulting from the density of residential development are monitored and managed.

Strategies To Achieve This Outcome

1.3.1 Gather data and identify better means for understanding the cumulative impacts on streetscapes and local communities.

Performance measures in Council Plan 2013-2017 to achieve this Strategy

- Learnings from other councils are documented and preferred approach tested at Monash.

Target: 2013/14

Result: Research was undertaken with other councils and the first approach tested at Monash has been use of time series Census data to identify small areas (clusters of neighbourhoods) where the most rapid change (in population, population diversity and number of dwellings) has occurred over five years. This information will now be used, in 2014/15,

with to identify more fine-tuned approaches for monitoring change and to establish responses for specific small areas/ neighbourhoods.

Status: 100% complete

- Specific streets or local areas are identified for enhancements or social activities.

Target: To be undertaken in 2014/15

1.3.2 Adopt an evidence-based approach to the management and ongoing renewal of our City's public tree canopy.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Complete the Monash Street Tree database.

Target: 2013-2017

Result in 2013/14: The Monash Street Tree Database has been completed and includes the identification of 87,613 existing street trees, 239 dead trees and planting spaces for an additional 12,516 trees.

Status: 100% (complete in relation to actions proposed for 2013/14)

1.3.3 Utilise our annual planting program to improve the amenity and liveability of local areas associated with increasing residential amenity.

Performance measures in Council Plan 2013/17 to achieve this Strategy

- Complete the planting program of 110,000 new trees, shrubs and ground covers per annum (including a minimum of 1,500 street trees per annum).

Target: 2013-2017

Result in 2013/14: 114,053 plantings occurred in 2013/14. This included 111,682 new trees, shrubs and ground covers and 2,371 street trees.

Status: 100% complete (in relation to actions proposed for 2013/14)

- Enhancements made to selected street trees.

Target: To be undertaken from 2014/2017

1.3.4 Pursue new strategic plans and policies to provide stronger direction about residential developments of increased density.

Performance measures in Council Plan 2013-2017 to achieve this Strategy

- Review of the Neighbourhood Character Study.

Target: 2013/14

Result: As part of a strategic approach to residential development in Monash, Council reviewed the Neighbourhood Character Study in 2013 and began public consultation on a draft Housing Strategy

in April and May 2014. The consultation included community information drop-in sessions at the Monash Civic Centre and the Oakleigh Service Centre. Council is preparing a revised Housing Strategy taking into account the issues raised by the community including the need for greater protection of vegetation near the creek corridors.

Status: 100% complete

- Implementation of the new Residential Zones.

Target: 2013/14

Result: As Council is preparing a new Housing Strategy for Monash, a staged approach to the implementation of the new zones was undertaken. The first stage was a "policy neutral" translation to the new zones to match as closely as possible the existing residential zones. The new zones were introduced into the Monash Planning Scheme on 13 June 2014. These zones will apply while Council develops a new Housing Strategy. The strategy will set the principles which will be used to determine the appropriate long-term residential zonings for different parts of Monash.

Status: 100% complete

- Complete a review of the Municipal Strategic Statement (MSS) by the end of 2014. (KEY STRATEGIC ACTIVITY)

Target: 2014/15

Result: The review of the MSS was undertaken during January to June 2014. The majority of work stemming from the review such as an Industrial Land Strategy was adopted by Council on 29 July 2014.

Status: 100% complete (in relation to actions proposed for 2013/14)

1.3.5 Build community understanding of development and housing issues.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- As part of the review of Monash's Municipal Strategic Statement, investigate opportunities for further discussion with the community.

Target: 2013/14

Result: Community consultation was held in April and May 2014 and included online surveys and the use of interpreters to consult with our Culturally and Linguistically Diverse communities. Community information drop-in sessions were held at the Monash Civic Centre in April and the Oakleigh Service Centre in May. Further sessions on Council's Housing Strategy will be held.

Status: 100% complete

OUTCOME 1.4: Cultural and Activity Centres across Monash remain vibrant and pleasant places to be.

Strategies To Achieve This Outcome

1.4.1 Undertake studies on Major Activity Centres (MACs) across the City, identifying priorities for planned changes. Studies also include:

- A focus on railway station 'precincts' and transport interchange points, giving them a stronger focus and legibility (through urban design treatments, transport planning, pedestrian continuity and signage)
- Analysis of local opportunities, costs and benefits of locating Community Centres/Hubs within each MAC
- Consult the Public Art Policy regarding the possible inclusion of public art in our Cultural and Activity Centres.

1.4.2 Develop guidelines for future developments in and around Activity Centres through the preparation of Urban Design Frameworks, Structure Plans and other appropriate planning tools.

Performance measures in Council Plan 2013-2017 to achieve these two Strategies

- Complete the Glen Waverley Council Facilities Masterplan. (KEY STRATEGIC ACTIVITY)

Target: 2013/14

Result: At its meeting on 24 September 2013, Council considered a draft Glen Waverley Facilities Masterplan. At that meeting, Council decided not to proceed with the Glen Waverley Facilities Masterplan and instead decided to fund the preparation of the draft Glen Waverley Structure Plan and Glen Waverley Sustainable Transport Plan (with the \$200,000 it had set aside in the 2013/14 budget for further strategic planning work for the Glen Waverley Activity Centre). Issues raised about Council facilities in Glen Waverley will be considered as part of this process.

Status: 100% complete

- Prepare the Urban Design Framework for Glen Waverley.

Target: 2013/14

Result: The draft Glen Waverley Structure Plan and draft Glen Waverley Sustainable Transport Plan were presented to Council in April 2014. Public consultation on the draft plans was held in May and June 2014. Presentations were also made to several Monash Consultative Committees and local community groups.

The results of this consultation were expected to be reported to, and considered by, Council at its September 2014 meeting.

Status: 100% complete

- Seek funding for the appropriate projects based on the findings of the Glen Waverley Study and Masterplan Strategy.

Target: To be undertaken from 2014-2017

- Commence Clayton Masterplan Strategy.

Target: 2014

Result: The Clayton Masterplan Strategy has been deferred as funding has not been allocated to the project.

Status: Deferred

- Brandon Park Structure Plan completed and planning scheme amendment made to incorporate the agreed plans.

Target: 2013-2015

Result in 2013/14: The Brandon Park Structure Plan is complete and the amendment to the planning scheme has been submitted to the State Government. Council is awaiting approval for the amendment from the State Government.

Status: 100% complete

50 art festivals, events and workshops were held attracting 75,824 people

1.4.3 Improve the maintenance and viability of Activity Centres across Monash.

Performance measures in Council Plan 2013-2017 to achieve this Strategy

- Implement elements from the Monash Economic Development Strategy.

Target: 2013-2017

Result in 2013/14: Construction of the Eastern Innovation Business Centre, which is part of this strategy, has started and is on schedule and budget. Training and educational workshops have been undertaken with local traders.

Status: 100% complete (in relation to actions proposed in 2013/14)

- Support traders associations to be active and effectively focus on promotional and operational issues for their respective Activity Centres.

Target: 2013-2017

Result in 2013/14: Council offered support to traders associations across the City in 2013/14. The Streetlife Program helped to support and strengthen both the Clayton Traders Association and the Oakleigh Traders Association. The program concluded in August 2014.

Status: 100% complete (in relation to actions proposed in 2013/14)

- The Monash Pride Crew concept is further extended to cover all major Activity Centres.

Target: 2013/14

Result: The role of the Monash Pride Crew has been extended to cover all shopping strips in Monash. Members of the crew visit the centres every day to pick up litter and clean street furniture. They also report any other problems that require attention.

Status: 100% complete

- Progress with implementation of Council's Graffiti Removal Strategy and Policy 2012-2015.

Target: 2013/14

Result: Council worked closely with the Department of Corrections in 2013/14 to remove graffiti across the City. Work was also undertaken with the Department of Justice to create street art at several graffiti hotspots in Monash. Council also continued its graffiti education program in local schools in 2013/14 to promote respect for the community and the property of others.

Status: 100% complete

1.4.4 Continue to develop our Library Service and the Monash Gallery of Art

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Implement actions within the Monash Public Library Service Strategic Plan 2012-2015 and the Monash Gallery of Art Strategic Plan 2012-2015

Target: 2013-2015

Result in 2013/14: Second year actions in the Monash Public Library Service Strategic Plan and the Monash Gallery of Art Strategic Plan were implemented in 2013/14. Highlights for the Monash Gallery of Art in 2013/14 included: the annual fundraising dinner and auction in May 2014 attended by 155 people which raised more than \$71,000; securing an external operator to operate the Café at the gallery; presentation of the annual Art in the Park Community Day in November 2013; announcement of the winner of the prestigious Bowness Photography Prize to Pat Brassington in October 2013; and 301 responses received from

More than one million visits to Monash libraries

the bi-annual visitor survey. Monash libraries had another successful year in 2013/14 issuing almost two million loans including 195,000 loans of Culturally and Linguistically Diverse material; welcoming more than one million visits through their

doors; adding more than 40,000 new items to the collection; conducting 1,800 events and activities; hosting more than 100,000 computer bookings; 32,000 children attended storytimes and other activities; staff answered 82,000 reference enquiries and delivered 57,000 items that had been reserved, and over 890 deliveries were made to people's homes through the Home Library Service.

Status: 100% complete (in relation to actions proposed for 2013/14)

Quick Stats for 2013/14

- 1,019,373 visits to Monash libraries
- Almost two million library items were loaned out
- 1,800 library events and programs were held
- 67,864 people attended library events and programs
- 49,441 items of library material were added to the collection
- Bookings for public computer use at libraries totalled 105,838
- 50 art festivals, events and workshops were held attracting 75,824 people
- 13,352 street signs were repaired or replaced
- 114,053 plantings occurred in 2013/14. This included 111,682 new trees, shrubs and ground covers and 2,371 street trees.
- Warm season grasses were planted at three sports grounds
- Volunteers planted 7,530 trees, shrubs and ground covers on National Tree Planting Day in July 2013
- Council completed 10,589 tree-related jobs that included tree inspections, pruning and removals
- 66% increase in site visits to Culturally and Linguistically Diverse community groups to provide information on Home and Community Care services
- Monash Youth & Family Services facilitated 447 groups and events targeting young people with an attendance of 13,173 people
- Monash Youth & Family Services facilitated 117, one-hour school based program sessions with 861 young people attending
- A total of 207 parents attended 32 parenting support sessions
- 57 public programs were held at the Monash Gallery of Art
- 4,793 people took part in Monash Gallery of Art programs
- 89 school groups visited the gallery with a total of 1635 students taking part

Damper Creek Reserve, Mount Waverley





2 DIRECTION

Achieving a healthy and active Monash

COMMUNITY OUTCOMES

1. Increased use of our parks, open spaces and leisure facilities.
2. Residents are inspired to remain physically active and healthy.
3. Strengthened community resilience to the harm from gambling.

Note: This Direction contains strategies and performance measures that will be implemented over the four year life of the current Council Plan (2013-2017). In each Direction, the Key Strategic Activities identified for 2013/14 are highlighted. This Annual Report includes the results for the performance measures in 2013/14 and indicates the performance measures listed for 2014/2015.

OUTCOME 2.1: Increased use of our parks, open spaces and leisure facilities.

Strategies To Achieve This Outcome

2.1.1 Build on the Active Monash initiative and campaigns.

2.1.2 Work with local sporting clubs and community groups to maximise the use of parks, open spaces and Council's leisure facilities.

Performance measures in Council Plan 2013-2017 to achieve these two Strategies

- Increased use of Council's leisure facilities.

Target: 2013-2017

Result in 2013/14: Council collected data on attendances at its three leisure facilities (Monash Aquatic & Recreation Centre, Clayton Aquatics & Health Club and Oakleigh Recreation Centre) in 2013/14 compared to 2012/13. Total attendance at Council leisure centres in 2013/14 was 1,637,147 compared with 1,631,403 in 2012/13. This was a slight increase of 5,744 visits or 0.35%

Status: 100% complete

- Trend over four years from 2012 shows that high community satisfaction with recreation

facilities is maintained (Local Government Community Satisfaction Survey).

Target: By 2017

Result in 2013/14: Community satisfaction with recreation facilities remained high, recording a score of 73 in the 2014 survey and ranked as our third highest performing service by local residents (after waste management and arts and library facilities). Our score for recreation facilities has remained steady over the past three years with 2013 and 2012 surveys both recording a score of 74.

Status: 100% complete



OUTCOME 2.2: Residents are inspired to remain physically active and healthy.

Strategies To Achieve This Outcome

2.2.1 Identify key health issues for the Monash population and the priorities for attention over the next four years for promoting an 'Active and Healthy Monash'.

2.2.2 Implement the relevant actions from each of the following Council strategies:

- The Positive Ageing Action Plan and the Monash Baby Boomer Strategic Action Plan
- The Monash Early Years Plan and Monash Youth Plan 2013-2017
- The updated Monash Women's Leadership and Participation Strategy
- Physical Activity Plan
- Action Plans within the Monash Access and Equity Framework 2013-2017.

Performance measures in Council Plan 2013-2017 to achieve these two Strategies



- Monash Health and Wellbeing Partnership Plan completed in October 2013 and its key actions/funded priorities implemented.

Target: Annually 2013-2017

Result in 2013/14: The Monash Health & Wellbeing Partnership Plan 2013-2017 was adopted by Council in October 2013 and launched in December 2013. A major initiative achieved was Council taking the lead on harmful gambling by hosting a series of Mayor-led roundtables on the issue. The roundtables have resulted in councils working together to push for significant change including a Monash Council-led motion to the Municipal Association of Victoria State Council in May 2014 calling for systemic Electronic Gaming Machine reform. Other initiatives include receiving a \$250,000 Department of Justice grant for continuation of the Clayton Street Laneway Project; completion of a discussion paper on CCTV surveillance; and establishment of the Monash Milk Bar Network Exchange with 32 of the 44 local milk bar operators taking part and learning strategies to prevent being targeted by repeat crime and intimidation.

Status: 100% complete (in relation to 2013/14 actions)

- Number of new initiatives resulting from these plans for specific target groups.

Target: Annually 2013-2017

Result in 2013/14: Key achievements in year one (2013/14) of the Monash Early Years Plan included: the formation of an Early Years Planning Reference Group with broad membership from local Monash service providers; the development of a foundation database to map, over time, how young children in Monash are faring; continued provision of networking and professional development opportunities for those working in local early childhood services; and partnerships with other organisations to provide services to children and families in Monash.

Status: 100% complete

2.2.3 Encourage independence of residents aged 65+ through the Department of Human Services Active Service Model.

Performance measures in Council Plan 2013-2017 to achieve this Strategy

- Number of residents for specific age groups 65 years plus and people with a disability participating in these initiatives.

Target: Annually 2013-2017

Result in 2013/14: The 3,925 residents participating in our programs have been formally assessed for Council's Home and Community Care program within an Active Service framework to keep clients as active and able to manage for themselves as possible. Each assessment has focused on the resident's ability to manage whilst being suitably supported with whatever Council services are required, in addition to referring them on to other relevant external support services. The implementation of a permanent Occupational Therapy service as part of the program has allowed for ongoing assessment and care planning to increase resident's functional abilities.

Status: 100% complete

- Trend over four years shows an increase in number of Wellness Care Plans reflecting an integrated approach.

Target: Annually 2013-2017

Result in 2013/14: All of the new residents assessed for the Home Care, Personal Care and Respite

Care services had Wellness Care Plans developed as part of their assessment process. Ongoing reviews of current clients will ultimately see all service recipients have a Wellness Care Plan in place.

Status: 100% complete

- Results from annual Home and Community Care client survey.

Target: Annually 2013-2017

Result in 2013/14: Over 95% of all respondents to the 2013 Home and Community Care survey expressed that they were either satisfied or very satisfied with the support they were receiving. Less than half a percent of respondents indicated they were in any way dissatisfied with

66,290
Meals On
Wheels were
delivered to
elderly and/
or disabled
residents

the service and 4.5% of respondents were neither satisfied or dissatisfied with the service. In addition to the survey of current clients, in future years reviews will also seek feedback from residents of Monash who may be eligible and in need of

support but who do not currently access Council support services.

Status: 100% complete

2.2.4 Review and update the strategies for promoting active ageing in Monash.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Updated policy for positive active ageing adopted for implementation from 2015/16.

Target: To be undertaken in 2014/15

2.2.5 Support a ban on smoking in alfresco dining areas across Monash.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Number of advocacy activities conducted on this matter to State Government, for legislative change

Target: 2013-2017

Result in 2013/14: Monash has been advocating for smoke-free outdoor dining areas for many years. Council has previously written to the Health Minister and the Premier and continued to raise the issue with local Members of Parliament. This is an important issue for our community. Monash has one of the lowest rates of smoking in the state, and 75% of our community believes it is not acceptable to smoke in outdoor eating areas. In April our Mayor Geoff Lake spoke on this issue on Melbourne TV and radio stations and called on the Victorian Health Minister to act. Council welcomed the State Government's announcement in August that it would introduce a ban on smoking in outdoor dining areas.

Status: 100% complete

OUTCOME 2.3: Strengthened community resilience to the harm from gambling.

Strategies To Achieve This Outcome

2.3.1 Consider the recommendations of the 2012/13 Gambling Research Project.

2.3.2 Strengthen the focus and work of the Monash Responsible Gambling Taskforce.

Performance measures in Council Plan 2013-2017 to achieve these two Strategies

- Involvement in advocacy campaigns (number of advocacy activities) annually.

Target: 2013-2017

Result in 2013/14: Monash Council continued to lead the way in trying to protect those at risk from harmful gambling. In May 2014 Council received two grants from the Victorian Responsible Gambling Foundation. One \$5000 grant was used to deliver a consultative session to look at the exposure to gambling amongst international students in the inner east Melbourne area. A \$4000 grant was used for a presentation on responsible gambling for Monash sporting clubs and recreation groups. We continued to work with other councils to advocate for reform on Electronic Gaming Machines

to protect our communities from increased numbers of poker machines through a number of initiatives including developing a Monash Council-led motion to the Municipal Association Victoria's May 2014 State Council calling for systemic Electronic Gaming reform. The group also devised a comprehensive list of actions on how councils, the Municipal Association of Victoria and the Victorian Local Governance Association can work together to renew interest in achieving systemic reform. This is an issue Monash is taking leadership on because Council recognises that some people in our community are suffering significant harm from poker machines.

Status: 100% complete (in relation to actions proposed in 2013/14)

- New actions/plan agreed, taking a health promotion approach.

Target: 2013/14

Result: In April 2014, Council applied for and was successful in receiving a \$205,000 gambling prevention grant from the Victorian Responsible Gambling Foundation to deliver the Clayton CANVAS program. This program will encourage Clayton residents to consider social and recreational activities away from gambling. Clayton has a very high density of poker machines per adult population: 11.6 machines per 1,000 adults which is nearly twice the Victorian average of 6.1 machines per 1,000 adults.

Status: 100% complete

Quick Stats for 2013/14

- Monash Aquatic & Recreation Centre had 996,929 visits
- Oakleigh Recreation Centre had 334,931 visits
- Clayton Aquatic & Health Club had 305,287 visits
- 66,290 Meals On Wheels were delivered to elderly and/or disabled residents
- 3,925 clients used the broad range of Home & Community Care services
- 100% of all delivered meals were provided to every eligible Meals On Wheels client by 1pm
- Our Occupational Therapist provided over 400 hours of Active Living training support to elderly residents
- 4,000 hours of volunteer support were provided to vulnerable residents
- 158 Monash children with additional needs were given help to access a range of services including long day care, vacation care, before and after school care and family day care
- 100% of all emergency home maintenance requests made by a recipient of our Home and Community Care Services were responded to within one working day

3 DIRECTION

Fostering confident and connected communities

COMMUNITY OUTCOMES

1. Celebrating the creativity and diversity of communities within Monash.
2. Community perceptions and concerns about levels of personal safety in Monash are positively addressed.
3. Communities and organisations promote respect and equality and prevent violence against women.
4. A stronger sense of community is fostered within local areas.

Note: This Direction contains strategies and performance measures that will be implemented over the four year life of the current Council Plan (2013-2017). In each Direction, the Key Strategic Activities identified for 2013/14 are highlighted. This Annual Report includes the results for the performance measures in 2013/14 and indicates the performance measures listed for 2014/2015.

OUTCOME 3.1: Celebrating the creativity and diversity of communities within Monash.

Strategies To Achieve This Outcome

3.1.1 Promote Monash as a diverse and harmonious City.

3.1.2 Encourage participation in arts and cultural activities, including support to community organisations or individuals involved in arts and cultural activities.

3.1.3 Promote the presentation of art and culture within Monash.

Performance measures in Council Plan 2013-2017 to achieve these three Strategies

- Implement the actions/funded priorities identified in the Access and Equity Framework 2013-2017

Target: 2013-2017

Result in 2013/14: The Access and Equity Framework 2013-2017 was endorsed by Council in June 2013. The framework incorporates the Multicultural Action Plan, Disability Action Plan, Monash Early Years Plan, Youth Plan and Health and Wellbeing Partnership Plan. The following are the major achievements of each plan in 2013/14:

- » **Multicultural Action Plan** – the establishment of the Monash Multicultural and Settlement Services Network; operating a Learn to Swim program engaging 12 boys and girls from an African background; hosting a Multicultural Forum on Racism; the annual welcome for international students; and an African Families Forum
- » **Disability Action Plan** – Council linked into



the National Relay Service (an Australia-wide phone service for people who are deaf or have a hearing or speech impairment); hosted the annual Disability Forum; and promoted the Good Access is Good Business program

- » **Monash Early Years Plan** – formation of an Early Years Planning Reference Group and the foundation of a database to map how young children in Monash are faring
- » **Youth Plan** – providing a stress management program for residents at Holmesglen's Youth Foyer which supports students; allocating \$600,000 to create a regionally significant playground at Valley Reserve in Mount Waverley where people of all ages can be social and active; advocating for improvements to mental health services for young people and leading the development of a consortium to bid for a Headspace service to be located in Monash
- » **Health and Wellbeing Partnerships Plan** – partnering with MGA and Arts Access Victoria to provide a program of workshops for artists with disabilities; the Monash Milk Bar Network Exchange was established to support milk bar staff who are often the targets of repeat crime and intimidation; the continuation of the Clayton Street Laneway project to improve safety in the area; a food security project; and Monash Council has shown political leadership in hosting a series of Mayor-led roundtables to reduce the harms of problem gambling.

Status: 100% complete (in relation to actions proposed in 2013/14)

- Annual total number of arts and cultural events which celebrate and are inclusive of cultural diversity and number of participants.

Target: 2013-2017

Result in 2013/14: A total of 50 arts and cultural events (including workshops, festivals, neighbourhood events and concerts) was held in 2013/14 and these were attended by 75,774 people. All Council arts and cultural events celebrate and are inclusive of cultural diversity. Some of the culturally diverse events either run or supported by Council in 2013/14 included: the Chinese Lantern Festival; the Glendi festival; NAIDOC Week (National Aboriginal and Island Day Observance Committee); the African Drums Winter Concert at MGA; Cultural Diversity and Taste of Harmony Day; and a Refugee Day event.

Status: 100% complete (in relation to actions proposed for 2013/14)

- Annual total number of cultural, library and Monash Gallery of Art (MGA) events and number of participants.

Target: 2013-2017

Result in 2013/14: There were 2,200 cultural, library and MGA events held across Monash in 2013/14 which were attended by 158,329 people.

Status: 100% complete in relation to actions proposed in 2013/14

- Annual total number of community grants awarded, and total dollar amount, for arts and cultural initiatives.

Target: 2013-2017

Result in 2013/14: There was no formal grant round of Community Grants in 2013/14 due to Council's decision to change the allocation of community and arts grants from a calendar year to a financial year.

Instead, Council awarded \$1.7 million in bridging grants to the previous year's recipients, who would have normally received an allocation. These grants carried them through to June 2014 when the new system was introduced.

Status: 100% complete

- Trend over four years from 2012 shows that high community satisfaction with Council's 'arts centres and libraries' and 'community and cultural activities' is maintained (Local Government Community Satisfaction Survey)

Target: By 2017

Result in 2013/14: The trend indicates high community satisfaction with Council's arts centres and libraries continues. The 2014 Community Satisfaction Survey showed residents feel that art centres and libraries are Council's second best performing services (after waste management). In comparison to 2013, Council has also seen a significant increase in our performance in delivering 'community and cultural activities' with an increase of three points compared with the previous year.

Status: 100% complete

- Monash score for 'community acceptance of diverse cultures' and 'community participation in arts' (VicHealth's Community Indicators Victoria survey).

Target: By 2017

Result in 2013/14: Monash scored 94.4 in 2007 for the 'community acceptance of diverse cultures' and 71.7 in 2011 for 'community participation in the arts'. These are the most recent results for these categories in the VicHealth survey.

Status: 100% complete (in relation to actions for 2013/14)

OUTCOME 3.2: Community perceptions and concerns about levels of personal safety in Monash are positively addressed.

Strategies To Achieve This Outcome

3.2.1 Gather comprehensive data on the levels of safety (perceived and actual) and promote facts about the level of personal safety in Monash relative to other areas in Melbourne.

Performance measures in Council Plan 2013/17 to achieve this Strategy

- A Safety Report on Monash is prepared.
- Participation by Monash staff in regional working groups aimed at promoting safer communities.

Target: To be undertaken in 2014/2015

Target: 2013-2017

Result in 2013/14: Staff continued to participate in regional meetings aimed at promoting safer communities including community safety area based meetings convened by Victoria Police; Community Safety Month meetings, and eastern metropolitan regional Department of Justice network meetings. Other actions to promote safer communities included:

- » Completing a report on CCTV surveillance at night which looked at its potential impact on preventing crime and increasing community perceptions of safety
- » Starting to develop an overarching Community Safety Framework to strengthen the existing program of community safety initiatives
- » The successful Milk Bar Network Exchange project which provided Monash milk bar operators with important information on crime

prevention, business safety and community services

- » The Community Graffiti project which involved the creation of two art murals in Huntingdale and Glen Waverley. The project's purpose was to prevent graffiti through engaging the community.

Status: 100% complete (in relation to actions proposed for 2013/14)

- Monash scores for selected indicators in VicHealth's Community Indicators Victoria survey (perception of safety). Number of new initiatives resulting from these plans for specific target groups.

Target: By 2017

Result in 2013/14: Council is currently developing a Community Safety Framework to capture the activities occurring in the community that continue to ensure Monash is a safe, happy, healthy and engaged community. Council works closely with Victoria Police which regularly provides us with anecdotal evidence that Monash is generally a very safe place to live. To illustrate this, Victoria Police statistics from 2013 highlighted that recorded crimes against people are 45%

lower in Monash than the rate for Victoria (Monash: 510.8 per 100,000 residents. Victorian average: 1026.7 per 100,000 residents). The most recent VicHealth Community Indicators Victoria survey results showed that 97% of Monash residents feel safe during the day and 73% of Monash residents feel safe at night, which is higher than the Victorian state average and also when compared with other local government areas in the eastern metropolitan region. Through its Community Safety Framework, Council's role will be to actively promote Monash as the safe place that it is; and to ensure our community is provided with accurate, positive information and feels safe to engage within their neighbourhoods and communities.

3.2.2 Advocate to State Government our community's concerns about safety of railway station precincts, particularly at night, and the expressed need to take action to improve lighting in all parking areas adjacent to and servicing railway stations in Monash.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Trend over four years from 2012 shows that community satisfaction with Council's 'lobbying and advocacy for community' has increased (Local Government Community Satisfaction Survey).

Target: By 2017

Result in 2013/14: In 2013/14, community satisfaction with Council's lobbying and advocacy decreased, with a score of 56 in

2014 compared to 57 in 2013 and 60 in 2012.

Status: Noted. Council will make greater efforts to inform its community about the strong advocacy action it is taking on a range of issues that concern local residents.

3.2.3 Work with traders and/or business owners to improve their understanding of community safety issues and undertake trials for improvement.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Number of activities implemented locally.

Target: 2014-2017

Result in 2013/14: Council staff worked with Oakleigh businesses and traders to increase awareness and understanding of safety issues during committee meetings and workshops held as part of the Streetlife project.

Monash Youth & Family Services had **40,854** contacts with young people and families

OUTCOME 3.3: Communities and organisations promote respect and equality and prevent violence against women.

Strategies To Achieve This Outcome

3.3.1 Implement the Generating Equality and Respect Project which aims to build equal and respectful relationships between men and women and prevent violence against women.

(KEY STRATEGIC ACTIVITY)

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Prepare progress reports on the Gender Equality and Respect Project (Clayton demonstration site) in accord with agreed action plan and evaluation framework.

Target: Annually 2013-2017

Result in 2013/14: Key activities in 2013/14 included:

- » The Baby Makes 3 program was delivered to first time parents at the Clayton Maternal and Child Health Service. The program is designed to help couples explore changes in their relationship since the birth of their baby; negotiate parenting responsibilities; and maintain equality and respect in their relationship during the transition to parenthood
- » A Monash Partners in Prevention Network was established and actively supports over 30 Monash youth practitioners to deliver good practice respectful relationships education and promote gender equality through their programs and services
- » Council and MonashLink are building their capacity to model, promote and value gender equity and equal and respectful relationships between men and women. An initial focus is on creating gender equitable policies and practices internal to both organisations, which will then in turn lead to increased planning and delivery of gender equitable programs and services in the community
- » A social marketing campaign was delivered in Clayton and Glen Waverley in late 2013, using the key program message 'Say NO to violence against women. Say YES to equality and respect.' This message appeared on Council banners, flags, bus shelter posters, magnets on garbage trucks and other materials visible across the City
- » A partnership between the Generating Equality and Respect program and Robert Bosch Australia has been established.

Status: 100% complete (in relation to actions proposed in 2013/14)

OUTCOME 3.4: A stronger sense of community is fostered within local areas.

Strategies To Achieve This Outcome

3.4.1 Encourage community gatherings, events and resident meetings to be held at the local level (and providing opportunities for residents to get to know each other) by maximising the use of Council's local facilities and public open spaces for these community gatherings.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- The number of Council facilitated gatherings/events held in Council facilities and reserves is recorded and shows an increase over four years.

Target: Annually 2013-2017

Result in 2013/14: In 2014, we identified the most efficient way for the organisation to work together to record the number of Council-facilitated gatherings and events. From July 2014, all Managers will be required to report on this quarterly through our new performance reporting software program. Importantly this will establish a benchmark figure from which we will be able to measure increases in the delivery of such events/gatherings by 2017.

Status: 100% complete (for actions planned in 2013/14)

3.4.2 Conduct meetings of Councillors and the community at the local level.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Investigate and implement the best way to hold Councillor meet and greets, listening and information sessions at more local levels.

Target: Annually 2013/14

Result: After investigation, Council determined an ideal way to hold Councillor meet and greets was to go to locations the community frequently attends. With this in mind, two Councillor meet and greets were held: one at Waverley Gardens Shopping Centre in March 2014 and one in Hamilton Place, Mount Waverley, in April 2014. During 2014/15, further opportunities to directly engage at more local levels will be undertaken.

Status: 100% complete

3.4.3 Develop a local area Community Engagement Model aimed at harnessing strengths and stakeholders (local services, businesses, community and sporting clubs as well as individual members) of that local community.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- A preferred community engagement model is identified,

costed and reported to Council with local areas defined.

Target: To be undertaken in 2014/2015

3.4.4 Redesign Council's grants program to strengthen civic participation and community connections (including communities of interest and geographic communities).

Performance measures in Council Plan 2013-2017 to achieve this Strategy

- New criteria applied for distribution of Council's Community Grant's Scheme.

Target: 2013-2015

Result in 2013/14: With the introduction of a new grants policy and an online grants submission process, Council staff implemented a comprehensive program including three information sessions, 24 online application writing workshops and one on one contact to assist applicants. A total of 48 groups was provided with in person assistance and 55 groups were provided with over the phone assistance.

Status: 100% complete

- Total Council dollars granted annually to promote community capacity-building.

Target: Annually from 2014

A woman with short dark hair and a patterned grey and black jacket is smiling and leaning over a young girl. The girl has dark hair with bangs and is wearing a pink long-sleeved shirt with a red and white striped apron. They are both inside a large, dark, circular play structure, possibly a tunnel or a large wheel. The background is slightly blurred, showing some green and white structural elements.

Quick Stats for 2013/14

- Monash Youth & Family Services provided 1,921 individual client sessions with young people and families
- Monash Youth & Family Services had 40,854 contacts with young people and families
- 22,300 immunisations were given to local children and adults
- There were 1,983 births in Monash, 1,017 of them to first time mothers
- Council's Maternal and Child Health nurses cared for and supported 6,900 children
- 72 free graffiti removal kits were issued to residents
- Environmental friends group volunteers conducted 21 working bees

4 DIRECTION

Taking action for our future

COMMUNITY OUTCOMES

1. Our natural and built environments are protected.
2. Our local economy is more resilient.
3. Innovation and adaptability are cultivated.
4. Investment in our children and young people is continued.

Note: This Direction contains strategies and performance measures that will be implemented over the four year life of the current Council Plan (2013-2017). In each Direction, the Key Strategic Activities identified for 2013/14 are highlighted. This Annual Report includes on the results for the performance measures in 2013/14 and indicates the performance measures listed for 2014/15.



OUTCOME 4.1: Our natural and built environments are protected.

Strategies To Achieve This Outcome

4.1.1 Focus on our 'Environmental Sustainability Roadmap' and strengthening our ecological sustainability.

Performance measures in Council Plan 2013-2017 to achieve this Strategy

- Update the strategies and indicators in Council's 'Environmental Sustainability Roadmap' consistent with the adopted Council Plan. (KEY STRATEGIC ACTIVITY)

Target: 2013/14

Result: The strategies and indicators were updated to ensure they are consistent with the adopted Council Plan 2013-2017.

Status: 100% complete

- Implement the 2013-2017 funded actions and report annual achievements.

Target: 2013-2017

Result in 2013/14: Major actions achieved in 2013/14 included: installation of six solar hot water systems at Mulgrave Community Centre, Glen Waverley Community Centre, Mount Waverley Youth Centre, Brine Street Neighbourhood House, Waverley Women's Sports Centre and the Oakleigh Mechanics Institute; installation of light-emitting diode (LED) internal lighting in the main hall at the Mount Waverley Community Centre; insulation installed at the Works Administration Centre; warm season grasses were planted at Brandon Park, Pinewood and Mount Waverley reserves; the Mount Waverley Reserve stormwater harvesting system was extended to provide water to the adjacent tennis courts; and nine

public place recycling bins were provided in the following shopping centres: Blackburn Road in Syndal, Blackburn Road in Glen Waverley, Barlyn Road in Mount Waverley, Poath Road in Hughesdale and Dandenong Road in Clayton.

Status: 100% complete (in relation to actions proposed in 2013/14)

4.1.2 Continue work on Water Sensitive Urban Design as a step towards becoming a 'water sensitive' City.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Complete the Monash Integrated Water Management Plan.

Target: 2013/14

Result: The Monash Integrated Water Management Plan was completed and presented to Council in February 2014. Work has been completed or started on the following projects in the plan: installation of four 25KL water tanks at Mount Waverley Reserve; enlargement of the capacity of the lake at Glen Waverley golf course for irrigation purposes; redirection of road storm water run-off at Tally Ho Reserve; water sensitive design as part of the Atherton Road reconstruction; the City of Monash Streets Passive Irrigation Trial Project which involves the monitoring of tree health and soil moisture potential; the planning and design of storm water and rainwater and grey water harvesting and passive irrigation at the Eastern Innovation Business Centre.

Status: 100% complete

4.1.3 Work towards transitioning our street lighting to more energy-efficient technology.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Monash to continue to lead councils in this region to maintain a high profile for our Federal Government application for funding for a green street lights program.

Target: 2013/14

Result: Council led a team of councils that applied for Federal Government funding in February 2013 for the green street lights program but the application was unsuccessful. No other grant funding has been made available for sustainable street lighting conversions. However, Council has decided to fund this project and has allocated \$3.3 million in its 2014/15 Budget to replace 8,200 street lights with energy efficient light bulbs. This will cut Council's carbon emissions by 18% and is anticipated to save up to \$14.1 million in electricity bills by 2031.

Status: 100% complete

4.1.4 Develop long-term options for waste management, including options of reducing waste to landfill.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Complete the tender for long-term waste management options.

Target: To be undertaken in 2014/15

OUTCOME 4.2: Our local economy is more resilient.

Strategies To Achieve This Outcome

4.2.1 Actively promote commercial and industrial land/ opportunities for Monash, as an investment in securing more employment opportunities and diversity for our local and regional economies.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Pursue priority directions from the Industrial Land Use Strategy, through the update of the Monash Strategic Statement.

Target: To be undertaken in 2014/2015

4.2.2 Provide information and services to businesses to encourage further growth and development in the sector.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Implement actions from the Monash Economic Development Strategy for 'Supporting Local Businesses'.

Target: 2013/14

Result: The first year actions were implemented including co-hosting an event focusing on creating partnerships between businesses and community groups and continuing the relationship with Small Business Victoria in facilitating business workshops and visits from their Mobile Business Centre to Mount Waverley and Oakleigh.

Status: 100% complete

4.2.3 Implement a Buy Local campaign.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Complete application (in partnership with local trader associations) for State Government 'street-life funding' to enable this campaign.

Target: 2013-2017

Result in 2013/14: A pilot Buy Local campaign was delivered as part of the Oakleigh Streetlife project with a view to progress a wider campaign in 2014/15.

Status: 100% complete (in relation to actions proposed in 2013/14)

4.2.4 Support the work of the Monash Enterprise Centre - a self-sustaining business incubator, assisting individuals seeking to re-locate their businesses to an office environment.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Number of promotional/support activities delivered for Centre.

Target: 2013/14

Result: A total of 15 business workshops was held at the centre in 2013/14 and three articles were published in the Focus Business newsletters promoting the Monash Enterprise Centre and the construction of the Eastern Innovation Business Centre.

Status: 100% complete



OUTCOME 4.3: Innovation and adaptability are cultivated.

Strategies To Achieve This Outcome

4.3.1 With the Monash Leadership group, develop a program to improve the organisational culture including specific strategies to support and drive innovation.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Inclusion of the agreed strategies within a new Monash People Strategy.

Target: 2013/14

Result: Specific strategies for supporting and driving innovation have been agreed to and included in the Monash People Strategy and have been reported to the Executive Leadership Team.

Status: 100% complete

- Improvements over four years are apparent in measurements of adaptability of staff/organisation (Culture Survey results).

Target: By 2017

Result in 2013/14: There was a doubling of our results between 2012 and 2013 in the Creating Change category in the annual Culture Survey. The survey gauges a number of areas including employee satisfaction; the culture of the organisation; and engagement of staff. The improvement sought is over the four year period and the overall result will be reported in 2017.

4.3.2 Commit to long-term planning and monitoring change over time.

Performance measure in Council Plan 2013-2017 to

achieve this Strategy

- Report our progress towards Monash 2021 – our long term strategy for A Thriving Community (three year report card).

Target: 2013/14

Result: A three-year report card on our progress towards Monash 2021 was completed across four focus areas: a fair and healthy community; a green and naturally rich city; a planned and connected city; and an inclusive and safe community. The report card was presented to Council in July 2014. 17 actions were delivered in focus area one, 16 delivered in focus area two, 15 in focus area three and 13 in focus area four.

Status: 100% complete

4.3.3 Monitor and respond to the rollout of the National Broadband Network (NBN).

Performance measures in Council Plan 2013-2017 to achieve this Strategy

- Monash Public Library Service to promote opportunities for take-up by our community

Target: To be undertaken from 2014-2017.

- Assessment undertaken of the local opportunities arising from implementation of the NBN

Target: To be undertaken in 2014/15



OUTCOME 4.4: Investment in our children and young people is continued.

Strategies To Achieve This Outcome

4.4.1 Implement the strategic approach to service delivery and planning contained in Council's Access and Equity Framework-Monash Early Years Plan 2013-2017.

Performance measures in Council Plan 2013/17 to achieve this Strategy

- Trend over four years from 2012 shows that high community satisfaction with Council's services to children and youth is maintained (Local Government Community Satisfaction Survey).

Target: By 2017

Result in 2013/14: Council's 'family support' services score in the Local Government Community Satisfaction survey for 2014 was 69, placing it as the fifth highest performing Monash Council service as judged by our residents. This was an improvement on the 2013 score of 67. In 2012, our score for family support services was 72.

Status: Noted. Council will work to ensure this year's result is built upon.

- Develop a 10-15 year plan for the refurbishment and replacement of Council's early childhood facilities across Monash.

Target: 2013/14

Result: A plan has been completed. It will be presented to Council following the completion of a further project examining Council's broader community infrastructure needs.

Status: 100% complete

- Report to Council on the requirements and feasibility of Monash becoming a 'child-friendly City'.

Target: To be undertaken in 2014/15

4.4.2 Work to ensure young people in Monash are valued, respected, healthy and engaged.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Implementation of the actions/funded priorities in the Monash Youth Plan 2013-2017

Target: 2013-2017

Result for 2013/14: Forty-six year one actions in the Monash Youth Plan were implemented to help achieve Council's vision for young people to be: engaged and connected; valued and respected; and happy and healthy. Major achievements for 2013/14 included: providing a stress management program for residents at Holmesglen's Youth Foyer which supports students; allocating \$600,000 to create a regionally significant playground at Valley Reserve in Mount Waverley where people of all ages can be social and active; and leading the development of a consortium to bid for a Headspace youth mental health service to be located in Monash.

Status: 100% complete (in relation to 2013/14 actions)

Council's 'family support' services score in the Local Government Community Satisfaction survey for 2014 was **69**

Warrabee Park playground, Oakleigh



Quick Stats for 2013/14

- More than 300 families used Council's Family Day Care program
- 17,870 registered businesses in Monash
- Manufacturing is the largest employer in the City of Monash, providing 13.6% of total employment
- The City of Monash's Gross Regional Product was estimated at \$13.45 billion for the 2013/14 financial year
- The Annual Women in Business exhibition and luncheon attracted 130 attendees
- There are 118,076 jobs in Monash, making it the largest employment precinct in Melbourne after the Central Business District
- 54% of waste collected from local households was diverted to landfill, well above the metropolitan average
- Monash Transfer Station had 52,314 external customers and handled 51,083 cubic metres of material
- 9.48kgs of recyclables was collected per bin in Monash
- 9.05kgs of garbage was collected per bin in Monash

OUR PRINCIPLES

Progressive governance and strong leadership

OUTCOMES OF OUR PRINCIPLES

1. Ensuring a responsive organisation.
2. Demonstrating responsible fiscal management.
3. Modernising our systems.
4. Achieving our directions through Leadership.

Note: Our Principles contains strategies and performance measures that will be implemented over the four year life of the current Council Plan (2013-2017). The Key Strategic Activities identified for 2013/14 are highlighted. This Annual Report includes on the results for the performance measures in 2013/14 and indicates the performance measures listed for 2014/15.

OUTCOME 5.1: Ensuring a responsive organisation.

Strategies To Achieve This Outcome

5.1.1 Implement reforms in our approach to customer service and responsiveness.

Performance measures in Council Plan 2013/17 to achieve this Strategy

- New Customer Service area and processes implemented and fine-tuned.

Target: 2013

Result: Council established a dedicated Customer Service team in March 2013. The team answers phone calls and assists people visiting the Monash Civic Centre and the Oakleigh Civic Centre.

A priority for Council this year has been building on our improved service to residents and visitors to Monash. Further training was provided to the Customer Service team around improving interaction with community members. In 2013/14, 87% of calls to our Customer Service Centre were answered within 30 seconds, close to our 90% target.

Status: 100% complete

- Development of a Customer Service Guarantee

Target: By December 2013

Result: Our Customer Service Guarantee was completed and introduced in December 2013. It includes 40 specific targets for services across the

organisation, ranging from how promptly phone calls will be answered to how many metres of footpath will be upgraded each year. When Council fails to meet a target, it will inform the community and also outline what action will be taken to improve the performance. In 2014, Council published two quarterly “report cards” on its performance against each of the targets. The initial report card highlighted target areas that required improvement. The second quarterly report card demonstrated an overall improvement, however there are still areas that need attention so we can serve our community better.

Status: 100% complete

- Trend over four years from 2012 shows that community satisfaction with Council’s customer service has increased (Local Government Community Satisfaction Survey)

Target: By 2017

Result in 2013/14: In the 2014 Community Satisfaction survey, Council scored 73 for customer service. This was an improvement on the previous two years. In 2013, the score was 70 for customer service and in 2012 it was 71.

Status: 100% complete

5.1.2 Develop means by which Council can evaluate its own cultural competency and measure improvements in this competency over time.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Conduct a 'cultural diversity audit' across the organisation, based on the Localities Embracing and Accepting Diversity Project (a key action in the Access and Equity Framework 2013-2017).

Target: To be undertaken in 2014/15

5.1.3 Continue investment in activities for community consultation and engagement.

Performance measures in Council Plan 2013-2017 to achieve this Strategy

- Internal training and support of consultation champions across the organisation.

Target: From 2014

Result: Discussions were held in the 2013/14 year to establish consultation champions across the organisation. These staff members will encourage their departments to consult thoroughly and respectfully with the community. In August 2014, nominations were called for from across the organisation and there are now 20-plus consultation champions. Training will begin in September 2014.

Status: Will be 100% complete at end of 2014. Ongoing support will be provided to the champions

- Number of local area consultation events shows increase over time from 2014 and demonstrates inclusion of all parts of our City.

Target: From 2014/15

5.1.4 Empower our people (Council employees) to "be the difference" by an investment in better understanding the culture within our organisation, building on our strengths and actively committing to continuous improvement.

Performance measures in Council Plan 2013/17 to achieve this Strategy

- Action Planning across organisation and within each branch/unit is progressed and reviewed.

Target: Annually 2013-2017

Result in 2013/14: An Employee Culture Survey was conducted in September 2013 with about 80% of employees choosing to take part. The results indicate there has been a strong improvement in levels of employee engagement in their work, when compared with the 2012 survey results. Following the 2013 survey, teams developed action plans to make improvements to their work environments. The implementation of actions is ongoing across the organisation and a standing item for discussion at team meetings.

Status: 100% complete (in relation to actions proposed for 2013/14)

- Complete the Monash People Strategy.

Target: 2013/14

Result: The Monash People Strategy - 'M-powering People to 'be the difference' - was completed in June 2013. The activities in the plan have been designed to help employees achieve in their roles.

Status: 100% complete

- Implement the agreed actions from the Monash People Strategy.

Target: 2013-2017

Result in 2013/14: Some of the actions being rolled out include: encouraging two way Performance Conversations between supervisors and staff (with the focus on employee growth at both levels); a Culture Survey will be conducted in November 2014; a revised Employee Recognition Program is being rolled out in divisions; a Health and Wellbeing Program is underway; and the Innovation Program is continuing.

Status: 100% complete (in relation to actions proposed in 2013/14)

- Trend over four years from 2012 shows improved scores, including levels of engagement of staff (Culture Survey results).

Target: By 2017

Result in 2013/14 The level of employee engagement in their work increased at Monash Council between the 2012 and 2013 survey.

Status: Noted. Another survey is being conducted in November 2014.

OUTCOME 5.2: Demonstrating responsible fiscal management.

Strategies To Achieve This Outcome

5.2.1 Complete Service Operational Plans and Best Value Reviews for all Council service areas.

Performance measures in Council Plan 2013-2017 to achieve this Strategy

- Best Value Reviews completed. (KEY STRATEGIC ACTIVITY)

Target: July 2014

Result in 2013/14: The Best Value Review Program identifies efficiencies across the organisation and seeks to create a culture of looking to work smarter and more effectively without adding to staffing numbers. The status of the review is: Corporate Services Division review completed in May 2013;

City Development Division review completed in October 2013; Human Resources Department review completed in January 2014; Infrastructure Division review completed in April 2014; and Executive Division review completed in May 2014.

Community Development and Services Division draft report was completed in July 2014.

Status: 95% complete by June 2014 and 100% completed in July 2014.

- Service Operational Plans completed for each Council service.

Target: 2013/14

Result: All plans have been completed and are being implemented in each area.

Status: 100% complete

5.2.3 Deliver Council's Capital Works Programs.

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- 90% of agreed works delivered annually. (KEY STRATEGIC ACTIVITY)

Target: 2013-2017

Result in 2013/14: This target was exceeded with 97.25% of the Capital Works program completed as at 30 June 2014. This was an improvement on the 2012/13 result when 94.44% of the Capital Works program was completed.

Status: 100% complete

OUTCOME 5.3: Modernising our systems

Strategies To Achieve This Outcome

5.3.1 Review the Information Technology Strategy. (KEY STRATEGIC ACTIVITY)

Performance measure in Council Plan 2013-2017 to achieve this Strategy

- Priorities from review of the IT Strategy are costed and agreed for the next three years.

Target: 2013

Result: All of the priorities from the review of the strategy have been costed and agreed to for the next three years.

Status: 100% complete

5.3.2 Implement electronic purchasing systems across organisation.

Performance measure in Council Plan 2013/17 to achieve this Strategy

- First pilot is completed and evaluated.

Target: End of 2013

Result: The pilot was completed and staff fully trained in the new system which then became live across Council from 1 February 2014.

Status: 100% complete

5.3.3 Introduce new corporate performance reporting system.

Performance measures in Council Plan 2013/17 to achieve this Strategy

- Commence implementation of a new corporate performance reporting system.

Target: 2013/14 and 2014/15

Result in 2013/14: The contract for a new corporate performance reporting system was approved in June 2014 and the equipment purchased. Implementation of the new system has started.

Status: 100% complete (in relation to actions proposed for 2013/14)

OUTCOME 5.4: Achieving our directions through Leadership.

Strategies To Achieve This Outcome

5.4.1 Build the capability and strengths of our leadership group (senior staff and coordinators) including their ability to identify opportunities for improvement, respond positively to challenges and drive strategies within the Council Plan.

- Leadership training provided for new and existing Managers and Coordinators.

Target: 2013-2017

Result for 2013/14: An introductory Leadership program was conducted for all Directors, Managers and Coordinators. Further training with a focus on Performance Conversations is scheduled to be conducted in August and September 2014.

Status: 100% complete (in relation to actions proposed in 2013/14)

5.4.2 Mindful demonstration of the values of our organisation.

Performance measures in Council Plan 2013-2017 to achieve this Strategy

- The values and behaviours discussed internally at forums for Managers and Coordinators
- Departmental meetings.

Target: Annually

Result in 2013/14: The values of our organisation are discussed and reinforced at group meetings and other regular meetings. Manager and Coordinator meetings have focused on and discussed organisational values.

Departmental meetings and the Performance Conversation approach provide further opportunities to discuss the importance of our values in work situations.

Status: 100% complete

- Values and expected behaviours integrated into Code of Conduct, Orientation Program, Position Descriptions and MonNet (Council's staff intranet)

Target: 2013/14

Result: A new employee Code of Conduct was launched in mid-2013. The organisation values are explicitly outlined in this document. The values are progressively being included in position descriptions and are discussed as part of the Employee Induction Program. In addition, discussion on values has been incorporated into the Monash Performance Conversations model (launched in July 2014). To support the communication of the values, posters and an infographic were developed and promoted at various staff forums during 2013/14.

Status: 100% complete

5.4.3 Seek partnerships with our community and more collaborative planning and service delivery with agencies and key stakeholders.

Performance measures in Council Plan 2013-2017 to achieve this Strategy

- Development of a sponsorship policy.

Target: To be undertaken in 2014/15

- Train and develop a guide for staff on nurturing, brokering and sustaining partnerships, including strategic and operational guidance.

Target: To be undertaken from 2014-2017

- Number of local partnerships or joint ventures secured annually, which enabled implementation of local services or projects, including outcomes for this Council Plan.

Target: 2013-2017

Result in 2013/14: From July 2014, all Managers will report on these each quarter, through Council's new performance reporting software program. Importantly, this will establish a benchmark figure for 2014/15, from which Council will then be able measure increases in the delivery of such activities by 2017.

Status: 100% complete

5.4.4 Extend our advocacy on our community's priorities and Council's key directions to 2017.

Performance measures in Council Plan 2013-2017 to achieve this Strategy

- Number of advocacy activities undertaken, by issue:

1. To promote the findings of our community research including priorities within Monash in Four (both internally within organisation and externally)
2. To State and Federal Government/authorities, and others to advance directions in Council Plan 2013-2017

Target: Annually 2013-2017

Result in 2013/14: Council has advocated on many issues including the following:

Ensuring our City has inviting places and spaces

School sites - Calling on the State Planning Minister to restore planning rights for residents who live near five former school sites. Under planning regulations introduced by the Minister, residents don't have the right to appeal to the Victorian Civil and Administration Tribunal (VCAT) about developments on these sites

Huntingdale Station - Cutting back the amount of rubbish dumped at the Huntingdale Railway Station by having Metro Trains agree to increase surveillance and improve frequency of clean-ups which has significantly reduced the amount of dumped rubbish. Council has also asked the State Government to seal the car park.

Achieving a healthy and active Monash

Gambling - Leading other Victorian councils to campaign for changes to the way in which applications for gaming venues are assessed. The current system doesn't give enough weight to community views or impacts

Smoking ban - Calling for a statewide ban on smoking in outdoor dining areas. In 2012, 75% of surveyed Monash residents said they wanted a ban. In August 2014, the State Government announced it would introduce a ban on smoking in outdoor dining areas.

Fostering confident, connected communities

Generating Equality and Respect - Leading the way with our world-first Generating Equality and Respect program that targets violence against women by building communities, cultures and organisations that are gender equitable and promote equal and respectful relationships between men and women

Racial discrimination - Opposing the Federal Government's proposed changes to the Racial Discrimination Act. The government had proposed repealing parts of the Act including Section C which makes it unlawful to publicly "offend, insult, humiliate or intimidate" a person (or group of people) because of their race, colour or national or ethnic origin. The government withdrew the proposed changes due to overwhelming community backlash

Taking action for our future

Clayton railway crossing - Campaigning for the removal of the Clayton level crossing which the State Government has agreed to. Continuing to push the government to ensure the redeveloped Clayton station becomes a well-connected and attractive hub

Mirvac - Supporting Waverley Park residents against the refusal by developer Mirvac to put high voltage powerlines underground

Eastern Innovation Business Centre - Hundreds of jobs to be created after Council received \$4.75 million from the Federal Government to build the Eastern Innovation Business Centre in Mulgrave, providing a business hub for start-up small businesses.

Status: 100% complete

- Trend over four years from 2012 shows an improvement in community satisfaction with Council's lobbying and advocacy on behalf of the community (Local Government Community Satisfaction Survey).

Target: By 2017

Result in 2013/14: In 2013/14, community satisfaction with Council's lobbying and advocacy decreased, with a score of 56 in 2014 compared to 57 in 2013 and 60 in 2012.

Status: Noted. Council will make greater efforts to inform its community of the strong advocacy action it is taking on a range of issues that concern local residents.



Eaton Mall, Oakleigh

NATIONAL COMPETITION POLICY COMPLIANCE: 2013/2014

Monash City Council

Certification by Chief Executive Officer

Monash City Council has complied with the requirements of the National Competition Policy (NCP) for the period 1 July 2013 to 30 June 2014, in accordance with the requirements outlined in *the Competitive Neutrality Policy (September 2012), Department of Treasury and Finance*.

| | |
|---|-----------|
| A. Trade Practices Compliance | Compliant |
| B. Local Laws Compliance | Compliant |
| C. Competitive Neutrality Compliance | Compliant |

I certify that:

- a) this statement has been prepared in accordance with the 2013-2014 National Competition Policy reporting guidelines, and
- b) this statement presents fairly the Council's implementation of the National Competition Policy.

Signed:



Dr Andi Diamond
Chief Executive Officer

Date: 14 August 2014

VICTORIAN LOCAL GOVERNMENT INDICATORS

| | 2013/2014 | 2012/2013 | 2011/2012 | 2010/2011 |
|---|-----------|-----------|-----------|-----------|
| VLG1 Average Rates and Charges per Assessment | \$1267 | \$1197 | \$1129 | \$1066 |
| VLG2 Average Rates and Charges per Residential Assessment | \$1173 | \$1107 | \$1108 | \$1047 |
| VLG3 Average Liabilities per Assessment | \$534 | \$601 | \$777 | \$512 |
| VLG4 Operating Result per Assessment | \$1981 | \$22 | \$121 | -\$114 |
| VLG5 Average Operating Expenditure per Assessment | \$2105 | \$2123 | \$2239 | \$2108 |
| VLG6 Community Satisfaction Rating for Overall Performance | 67% | 69% | 71% | 66% |
| VLG7 Average Capital Expenditure per Assessment | \$312 | \$380 | \$461 | \$350 |
| VLG8 Renewal Ratio | 1:1.11 | 1:1.048 | 1:1.174 | 1:1.253 |
| Renewal % | 90% | 95% | 85% | 80% |
| VL9 Renewal & Maintenance Ratio | 93% | 97% | 90% | 86% |
| VL10 Community Satisfaction Rating for Council's Advocacy | 56% | 57% | 60% | 57% |
| VL11 Community Satisfaction Rating for Council's Engagement | 54% | 56% | 59% | 58% |

PERFORMANCE STATEMENT

For the Year Ended 30 June 2014

The Victorian Government expects all councils to collect and publish performance information. The Local Government Act 1989 (Performance Statement - section 132) requires councils to report on the Key Strategic Activities (KSAs) and performance targets and measures specified in the budget for the financial year and the actual results achieved for the financial year having regard to those performance targets and measures. Monash Council has a vision for an inviting city, diverse and alive with activity, designed for a bright future. The Council Plan lists five Directions that have been developed to guide Council in the achievement of this vision. Each of the KSAs listed in the Performance Statement contributes to achieving the Directions.

| KSA Ref. No. | Key Strategic Activity (KSA) | Performance Measures and Target Dates | Status |
|-------------------------|--|--|---|
| KSA 1 1.3.4c | Progress the review of the Municipal Strategic Statement (MSS). | Quality/Quantity: Research completed and 85% of the review is completed Cost: Within budget of \$200,000 Time: 30 June 2014 | Activity achieved. Total expenditure for 2013/14: \$28,253. The review of the MSS has been completed and will be reported to Council for consideration in July 2014. Achieved |
| KSA 2 1.4.1a | Complete the Glen Waverley Council-facilities Masterplan. | Quality/quantity: Initial Masterplan to Council in August 2013 Cost: Within allocated budget Time: 31 August 2013 | The Glen Waverley Council Facilities Masterplan was reported to Council at its September 2013 meeting and was received and publicly released. This project is complete and the issues raised are being considered as part of the preparation of the Glen Waverley Structure Plan and Sustainable Transport Plan. Total project expenditure for 2013/14: \$155,255. Achieved |
| KSA 3 2.3.1 | Take a public health promotion approach to building community resilience to harms from gambling. | Quality: Recommendations of the 2012/13 Gambling Research Project are considered by September 2013 and advocacy conducted Cost: Within budget. Time: 30 June 2014 | Activity achieved. Recommendations of the 2012/13 Gambling Research Project were considered in the Health & Wellbeing Partnership Plan (2013-2017), Section 2.2. Also, as a priority in the Multicultural Action Plan (2013-2017) Section 3.2. This was also a priority in the Council Plan (2013-2017), Direction 2, Section 2.3. A progress report was presented to Council in June 2014 as part of the Access and Equity Framework first year implementation. Activity expenditure was absorbed in the 2013/14 Community Planning and Development budget. Achieved |

| KSA Ref. No. | Key Strategic Activity (KSA) | Performance Measures and Target Dates | Status | |
|-------------------------|---|---|---|--------------|
| KSA 4 3.3.1a | Implementation of the Generating Equality and Respect Project in Clayton in accord with agreed action plan and evaluation framework. | Quality/Quantity: Deliver end of first year report Cost: First year implementation: \$362,000 Time: 30 June 2014 | Activity achieved. First year actions of the Generating Equality and Respect Project were successfully delivered. Total expenditure for first year implementation: \$401,124. Activity expenditure was within available funds. Total income available \$795,012. | Achieved |
| KSA 5 4.1.1b | Report for 2013/14 prepared on working towards achievement of the targets specified in the Monash Environmental Sustainability Roadmap. | Quality/Quantity: Implementation of agreed actions to meet the objectives & targets of the Roadmap Cost: Within budget. Time: 30 June 2014 | Activity achieved. All funded and agreed action items have been completed. Total expenditure for 2013/14: \$173,916. | Achieved |
| KSA 6 5.2.1a | Progress with conduct of Best Value Reviews. | Quality: Progress with conduct of Best Value Reviews | Best Value Review program 95% complete as at 30 June 2014. Status is as follows: Corporate Services Division- review completed May 2013. City Development Division- review completed October 2013. Human Resources Department- review completed January 2014. Executive Division- review completed February 2014. Infrastructure Division – review completed May 2014. Community Development & Services – Draft Report completed first week in July 2014. | Not achieved |
| KSA 7 5.2.3 | Deliver a minimum of 90% of the agreed Capital Works Program for 2013/2014. | Quality/Quantity: 90% completion of program Time: 30 June 2014 | Target achieved: 97.25% of the Capital Works program was completed as at 30 June 2014. | Achieved |
| KSA 8 5.3.1a | Priorities from review of the Information Technology Strategy are identified, costed & agreed for the next three years. | Quality/Quantity: New strategy agreed Cost: Within Budget Time: 30 June 2014 | Activity achieved. Priorities from review of the Information Technology Strategy are identified, costed and agreed for the three years of the strategy. Priorities documented in the Minutes of the Information Technology Steering Committee Meeting, 7 May 2014. | Achieved |
| KSA 9 CW2 | Completion of the Junior Pavilion at Jack Edwards Reserve, Oakleigh. | Quality/Quantity: 100% delivery of the project Cost: Within budget of \$748,000 (plus GST) Time: 24 September 2013 (plus any extension of times claimed) | Activity achieved. Project reached practical completion in February 2014. Total project expenditure: \$644,044. | Achieved |



CERTIFICATION OF THE PERFORMANCE STATEMENT

In my opinion, the accompanying performance statement of Monash City Council in respect of 2013/14 financial year is presented fairly in accordance with the Local Government Act 1989.



.....
Principal Accounting Officer
Daniel Wain CPA

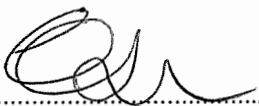
Dated: 26 August 2014

In our opinion, the accompanying performance statement of Monash City Council in respect of 2013/14 financial year is presented fairly in accordance with the Local Government Act 1989.

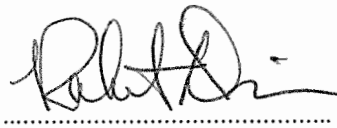
The statement outlines the Key Strategic Activities (KSAs) to be undertaken during the financial year, performance targets and measures in relation to each KSA described in Council's Budget and Business Plan and the achievement of the targets and measures.

As at the time of signing, we are not aware of any circumstance, which would render any particular in the statement to be misleading or inaccurate.

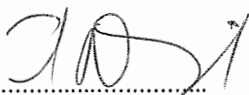
We were authorised by the Council on 26 August 2014 to certify the performance statement in its final form on behalf of the Council.



.....
Mayor
Geoff Lake



.....
Councillor
Robert Davies



.....
Chief Executive Officer
Andi Diamond

Dated: 26 August 2014

INDEPENDENT AUDITOR'S REPORT

To the the Councillors, Monash City Council

The Performance Statement

The accompanying performance statement for the year ended 30 June 2014 of the Monash City Council which comprises the statement, the related notes and the certification of the performance statement has been audited.

The the Councillors' Responsibility for the Performance Statement

The the Councillors of the Monash City Council are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independent Auditor's Report (continued)

Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

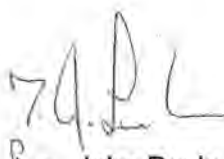
Auditor's Opinion

In my opinion, the performance statement of the Monash City Council in respect of the 30 June 2014 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

Matters Relating to the Electronic Publication of the Audited Performance Statement

This auditor's report relates to the performance statement of the Monash City Council for the year ended 30 June 2014 included both in the Monash City Council's annual report and on the website. The the Councillors of the Monash City Council are responsible for the integrity of the Monash City Council's website. I have not been engaged to report on the integrity of the Monash City Council's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this statement. If users of the performance statement are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited performance statement to confirm the information contained in the website version of the performance statement.

MELBOURNE
28 August 2014



John Doyle
Auditor-General