



COUNCIL PLAN

2021-2025

October 2021

Strategic Integrated Plans

The Context Document supports the strategic integrated planning documents - Community Vision, Council Plan, Financial, Asset and Workforce Plan.

The legislative, municipal and deliberative engagement information that supports these planning documents is available in the Context Document.

These documents may be considered in relation to one another.

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Acknowledgement of Country

Monash Council acknowledges the Wurundjeri Woi Wurrung and Bunurong People as the traditional owners and custodians of this land and pays respect to their Elders past, present and emerging.



Strategic DIRECTION



The Council Plan is Council's medium-term strategic document. It describes strategic priorities in the broader context of the longer-term aspirations of the community documented in the Community Vision - Monash 2040. Existing commitments, policies and plans are referenced under the relevant strategic objective.

The Council Plan is developed following the election of a new Council and reflects the ambitions and philosophy of the elected Council, within the broader context of the municipality and Monash Council.

The Mission statement and Strategic Objectives evolved from feedback received through community engagement and the Imagine Monash in 2040 process.

The Strategic Objectives and Strategies emerged through the consultation process, which comprised a survey completed online or as part of a broader annual Community Satisfaction Survey, engagement with Monash's seven Advisory Committees, the contributions of 30 residents over six weeks through deliberative engagement - the Imagine Monash Panel - and consultation with Councillors. The Advisory Committees and Imagine Monash Panel had the opportunity to hear what the community said through the surveys and build upon those contributions. The Measures and Priority Projects have developed through consultation with Councillors and officers.

Further detail of the process is provided in the Consolidated Content and Community Vision.

Council Plan 2021-2025

STRATEGIC OBJECTIVES

Sustainable City

Inclusive Services

Enhance our open spaces and activity

Good Governance

STRATEGIES

STRATEGIC MEASURES

STRATEGIC INDICATORS



Council Plan summary of strategic objectives and strategies

Sustainable City	Inclusive Services	Enhanced Places	Good Governance
Ensure an economically, socially, and environmentally sustainable municipality	Renew our community assets to deliver contemporary services	Improving open spaces, bushland and street trees, including prioritising biodiversity and community engagement	Ensure a financially, socially and environmentally sustainable organisation
Proactively address climate change and implement initiatives to achieve Zero Net Carbon in Council operations and take action to reduce Monash community emissions	Community development and advocacy to support the Monash community	Improve public spaces and local employment by revitalising our employment hubs, activity centres and neighbourhood shops	Enhance customer experiences through our Digital Strategy
Work with the community towards a zero waste future, actively increasing reuse and recycling	Advocate and partner to deliver social and affordable housing in Monash	Prioritisation of pedestrians and active transport over vehicles	Effectively communicate and engage with the community
Prioritise sustainable transport options, including walking/ cycling paths and public transport	Deliver high performing services	Explore and facilitate major projects to transform Monash	Maintain the highest standards of good governance
Investigate and progress planning rules for tree and vegetation controls	Fostering an equitable, just and inclusive Monash	Pursue a planning framework that meets Monash needs	Strategic Integrated Planning and Performance Reporting





Mission **STATEMENT**

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



Context and Links TO OTHER DOCUMENTS

The interconnection between the Council Plan and Council's other strategic documents, and the annual planning and reporting processes, are illustrated in the diagram below.

Other documents that support the Council Plan's implementation include:

- Municipal Strategic Statement – aligning with the requirements of the Planning and Environment Act 1987
- Environmental Sustainability Strategy
- Economic Development Strategy.

Community Vision – Monash 2040

10 YEAR PLANS

Financial Plan

Asset Plan

4 YEAR PLANS

Revenue and Rating Plan

Budget

Council Plan

Municipal Public Health and Wellbeing Plan

Workforce Plan

ANNUAL PLANS & REPORTS

Annual Report

Financial Statements

Annual Actions

LGPRF Reporting

LIBRARY

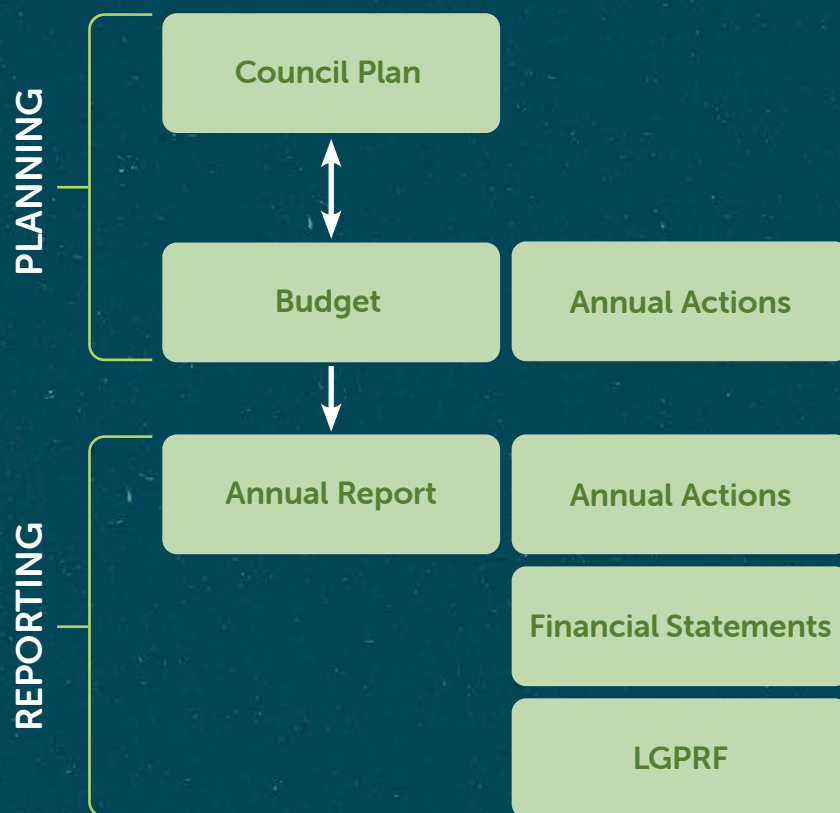
Monitoring and REPORTING

Council takes an integrated approach to planning, resourcing services and reporting on its performance.

Plans are aligned so Council can work towards long-term goals through its ongoing decision making, operations and budget allocation. The Council Plan provides key directions and principles and the Annual Budget focuses on major and other initiatives in the short term.

Strategic indicators enable ongoing monitoring and reporting, connecting back to the annual report, and the Local Government Performance Reporting Framework.

Community Vision – Monash 2040





Strategic **OBJECTIVES**

1. Sustainable City

Context

Maintaining and enhancing the Monash municipality as a sustainable city remains vital for the Monash community. Key areas for Council include innovation, forward planning, and prioritisation.

The ability to travel easily around Monash is very important to the community, as is its proximity to Melbourne's CBD, the country and sea. Locally, the community enjoys good access to retail and hospitality, jobs, all levels of education, health care and many other services. It would also like to see our pedestrian and cycle paths enhanced and public transport improved.

Equally important areas include addressing climate change, achieving Zero Net Carbon and zero waste, and enhancing liveability factors such as being able to move around easily and freely and enhancing controls to prevent overdevelopment throughout the municipality.

Strategic Intent

We will continue to work with the community to enhance and protect the municipality's sustainability and liveability through a range of actions, including those listed below:

- Reviewing planning controls and addressing issues that impact housing, commercial and industrial zones, infrastructure and services is important to our community and economy.
- Improvements to sustainable transport options, walking and cycling paths and public transport, will require Council to advocate on behalf of the community and enable infrastructure changes.
- Addressing climate change, the ongoing implementation of Zero Net Carbon Action Plan initiatives and working with the community to reduce waste and increase reuse and recycling are major environmental considerations.

Council will partner with groups and organisations, to enable a thriving and sustainable economy that provides for our wellbeing and for future generations.

We will also continue to implement our Street Tree Strategy, improve our parks and bushland, ensure our sports reserves and facilities are inclusive, and support the community to be healthy and active.



Priority Projects

- Continue to implement Council’s Zero Net Carbon Action Plan
- Continue to improve waste management to reduce landfill, including food to waste and glass collections
- Continue to renew and enhance Monash’s shared path network
- Continue to promote rain and storm water harvesting, passive irrigation of street trees and public open space using alternative water sources, and reduce and treat stormwater runoff
- Support business and investment in order to drive jobs growth and a sustainable economy.

Connection to other strategic objectives

- Inclusive Services
- Enhanced open spaces and activity centres
- Good Governance.

Strategic Indicators – How we’ll measure progress

INDICATOR	TARGET OR DESIRED TREND
Percentage of canopy cover across the municipality (including private land)	30% by 2040
Percentage of solar roof coverage of Council buildings	Increasing
Percentage of solar roof coverage of private buildings	Increasing
Percentage of applications for multiunit developments that meet Environmentally Sustainable Development (ESD) commitments	80% of relevant properties are meeting commitments of 50%+ on the Built Environment Sustainability Scorecard (BESS) scorecard
Number of registered businesses	Number increasing
Volume of alternative water sources that substitute potable water (ML/year)	Increasing
WC5 – Kerbside collection waste diverted from landfill*	Maintain diversion rate at or above 51%
Funding dedicated to improving shared path network and other cycling infrastructure	Increasing
Carbon emissions from Council operations	Carbon neutral by 2025

* Indicators with prefix codes are also reported through Local Government Performance Reporting Framework (LGPRF)

SUSTAINABLE CITY STRATEGIES

- Ensure an economically, socially, and environmentally sustainable municipality
- Proactively address climate change and implement initiatives to achieve Zero Net Carbon in Council operations and take action to reduce Monash community emissions
- Work with the community towards a zero waste future, actively increasing reuse and recycling
- Prioritise sustainable transport options, including walking/cycling paths and public transport
- Investigate and progress planning rules for tree and vegetation controls.

Over the next four years we will continue to deliver on our existing strategies, plans and commitments:

- Zero Net Carbon Action Plan
- Waste Management Strategy
- Environmental Sustainability Strategy
- Street Tree Strategy
- Urban Biodiversity Strategy
- Economic Development Strategy and Action Plan
- Road Management Plan
- Walking and Cycling Strategy
- Monash Planning Scheme (progress review)
- Partner with other stakeholders to offer lifelong learning.



2. Inclusive Services

Context

Local services, close to home, are an important way for residents to participate in their community, and meet their social, recreation, leisure, employment, shopping, education, health or other needs. Monash has a great range of local services including:

- Internationally renowned Monash University and Monash Medical Centre
- Cultural events and festivals such as Carols by Candlelight and Clayton Festival, and facilities such as Monash Gallery of Art
- Regional sports facilities including the Glen Waverley Sports Hub (under development), Waverley Netball Centre and Oakleigh Recreation Centre.

- Early years facilities such as the Wellington Child and Family Hub (soon to be completed) and the Pinewood Early Years Hub (planned)
- Schools such as Glen Waverley, Mount Waverley and Brentwood secondary schools, Caulfield Grammar School, Wesley College, and Amsleigh Park Primary School.

Ensuring these services are inclusive for all our community members requires an appreciation of Monash's diversity. Council's services, programs and advocacy work to make Monash more inclusive. Incorporating the needs of our community, they cover issues such as:

- a child friendly city
- positive ageing
- gender equity
- people living with a disability
- a multicultural city
- Aboriginal and Torres Strait Islander reconciliation
- Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/ Questioning and Asexual (LGBTIQA+)
- loneliness and mental health
- homelessness and affordable housing
- asylum seekers
- community safety.

Modernising our services to ensure they meet contemporary needs has been a key priority for Council. Monash has significantly increased its Capital Works Program, particularly focusing on the renewal of our infrastructure such as community and recreation facilities, footpaths, drains and roads.

Our Digital Strategy is another critical way that services are made more accessible, streamlining and simplifying processes, making them more user friendly and available 24 hours a day, seven days a week. These services are more efficient, which allows Council to meet growing service demand and deliver services quicker.



Strategic Intent

Council will maintain its focus on modernisation to deliver contemporary services. This includes continuing the roll out of its Digital Strategy to make our services better able to meet current and emerging needs. Renewing our infrastructure enables services to operate out of assets that meet community expectations.

Advocacy, partnerships, education and service improvement are all critical to delivering services the community requires. Council will continue to review its services with emphasis on emerging issues and community preferences.

Priority Projects

- Work with the community to recover from the COVID-19 pandemic
- Work alongside Aboriginal and Torres Strait Islander peoples to develop a Reconciliation Action Plan
- Continue the renewal of Monash's early year's facilities
- Partner with the State Government, agencies and organisations to increase Monash's social and affordable housing
- Implement the Monash Health and Wellbeing Plan 2021-2025
- Rainbow tick certification.

Strategic Indicators - How we'll measure progress

INDICATOR	TARGET OR DESIRED TREND
Meet Your Street	Actual number of events online or in person
Participation in Aboriginal Cultural Awareness training for all Council staff	Achievement by end of 2024/25 financial year
Utilisation of home care services [^]	100% utilisation
LB1 – Physical library collection usage*	Maintain at or above 1.3
LB2 – Recently purchased library collection*	Maintain at or above 70%
MC4 – Participation in the MCH service*	Maintain at or above 67%

** Indicators with prefix codes are also reported through Local Government Performance Reporting Framework (LGPRF)*

[^] Indicators are from the Customer Service Guarantee

Connection to other strategic objectives

- Sustainable City
- Enhanced open spaces and activity centres.

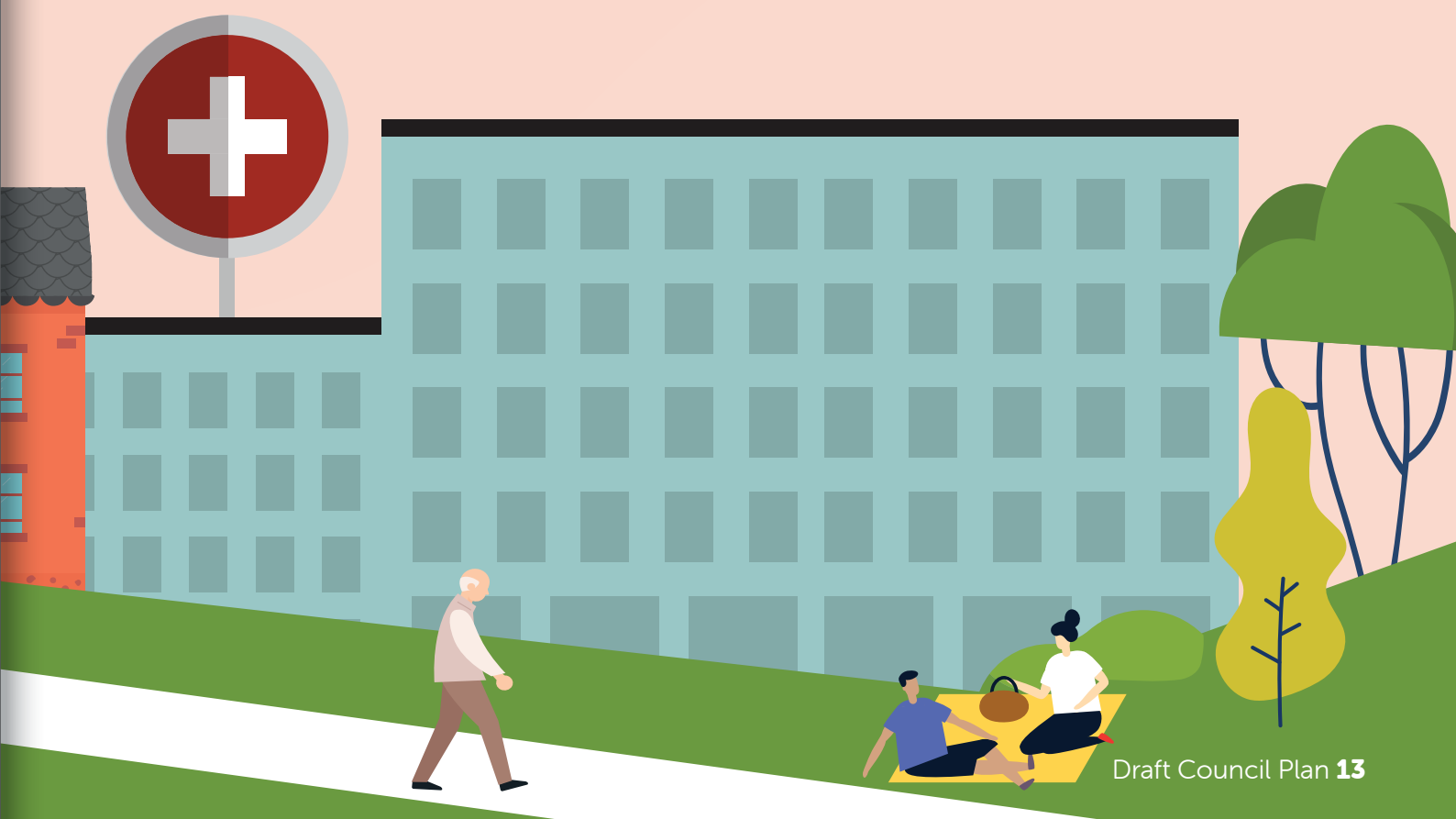


INCLUSIVE SERVICES STRATEGIES

- Renew our community assets to deliver contemporary services
- Community development and advocacy to support the Monash community
- Advocate and partner to deliver social and affordable housing in Monash
- Deliver high-performing services
- Fostering an equitable, just and inclusive Monash.

Over the next four years we will continue to deliver on our existing strategies, plans and commitments:

- Asset Management Strategy 2020-2025
- Affordable Housing Strategy
- Monash Social Housing Framework 2020-2025
- Monash Loneliness Framework 2020-2025
- Age Friendly Monash
- Digital Strategy
- Community Safety Framework 2015-2020
- Gender Equity Strategy, Framework and Action Plan
- Healthy and Resilient Monash
- Public Library Service Strategy.

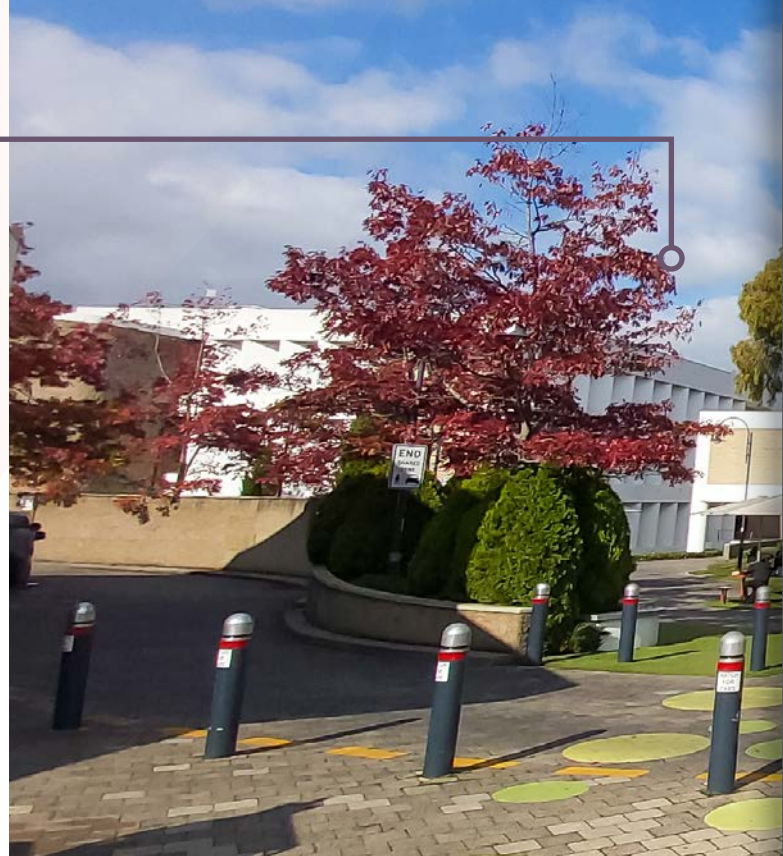


3. Enhanced Places

Context

Monash’s community highly values its public spaces - the parks and street trees, dining and shopping centres - across the municipality. Development is affecting the look and feel of part of the city with concern that new buildings comprise a larger portion of properties which reduces the trees and vegetation.

The COVID pandemic, and the consequent lockdowns and restrictions, further underlined the importance of access to quality public space for socialising and recreation as well as how critical our hospitality and retail businesses are to our local economy.

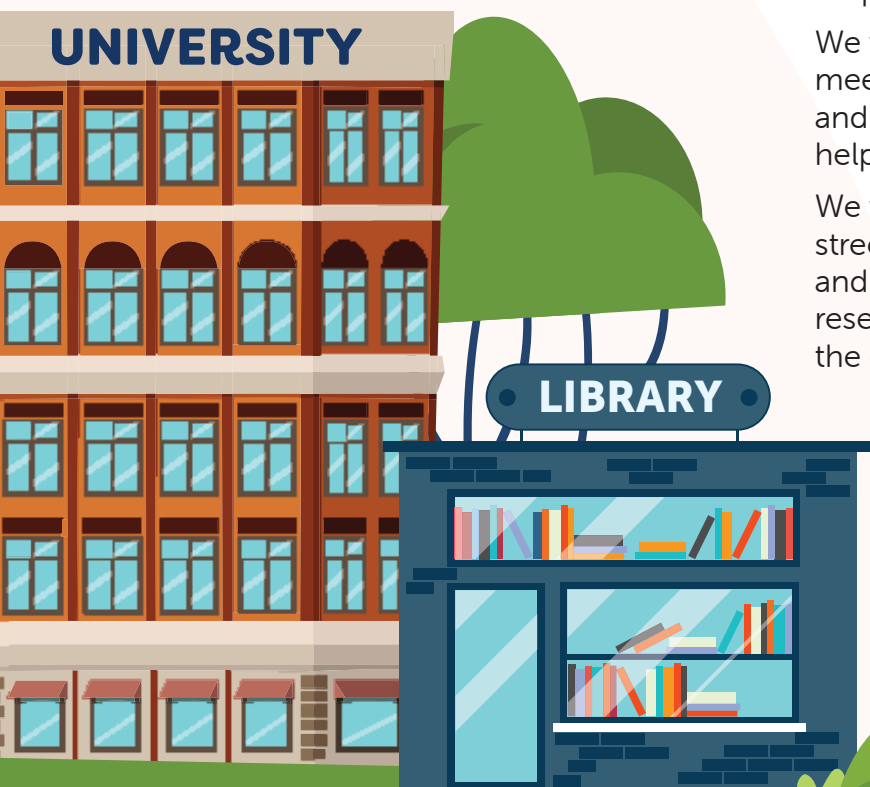


Strategic Intent

Council will work to protect the City’s green and leafy character, and improve our open and urban spaces. This will include revitalising our employment hubs, and renewing and refreshing our neighbourhood shopping centres and activity centres to support their popularity and central importance to our local communities. That also supports local employment and economic prosperity.

We will pursue a planning framework that meets the needs of Monash and all its citizens, and explore and facilitate major projects to help transform the City.

We will also continue to implement our street tree strategy and improve our parks and bushland, as well as ensuring our sports reserves and facilities are inclusive and support the community to be healthy and active.





Priority Projects

- Progress the Kingsway redevelopment
- Continue to enhance our neighbourhood shopping strips
- Work with the Suburban Rail Loop Authority to ensure the three stations integrate
- Complete the Glen Waverley Sports Hub
- Progress the Glen Waverley Civic Precinct Project
- Progress the Monash Integrated Cultural Precinct Project.

Strategic Indicators

INDICATOR	TARGET OR DESIRED TREND
Agreed Capital Works Program delivered annually	Equal annual commitment
Playground renewal	Equal annual commitment
Number of people employed by local businesses	Number increasing
Number of vacant properties in local activity centres	Less than 4% vacant
Satisfaction with planning	Maintain at or above 4 year average

Connection to other strategic objectives

- Sustainable City
- Inclusive Services.



ENHANCED PLACES STRATEGIES

- Improving open spaces, bushland and street trees, including prioritising biodiversity and community engagement
- Improve public spaces and local employment by revitalising our employment hubs, activity centres and neighbourhood shops
- Prioritisation of pedestrians and active transport over vehicles
- Explore and facilitate major projects to transform Monash
- Pursue a planning framework that meets Monash needs.

Over the next four years we will continue to deliver on our existing strategies, plans and commitments:

- Monash Urban Landscape and Canopy Vegetation Strategy
- Asset Management Strategy 2020-2025
- Litter Action Plan
- Monash Street Tree Strategy
- Active Communities Program
- Develop an Active Recreation strategy for open space areas across Monash.



4. Good Governance

Context

Monash community members expect to play a strong role in local decisions, whether contributing to the City's future direction, providing feedback on Council services or expressing their views on Council decisions.

Many issues important to the Monash community are, to varying degrees, governed or managed by other organisations or levels of government. Partnership and advocacy are essential strategies to achieve outcomes the community is after.

The community wants to maintain our services and infrastructure, as well as explore major projects that have the potential to transform our city. As home to the largest employment cluster outside of Melbourne's Central Business District, with sustained population growth and the Suburban Rail Loop set to provide fast connections between activity centres and major educational and health institutions, there is an opportunity for complementary community infrastructure. Council is exploring opportunities for a Cultural Precinct at the Monash Gallery of Art and a major expansion of the Glen Waverley Library. Projects like these will require significant new funding.

The Local Government Act 2020 requires that the annual planning and reporting processes, including key plans, are developed using strategic planning principles. This integrated approach will play a key role in ensuring transparency and accountability.





Strategic Intent

Council will build on its Community Engagement Policy and Framework to ensure a broad range of the community is able to participate and contribute. Community involvement helps ensure local services meet local needs.

Council will work broadly to meet community needs including advocacy and partnering with other levels of government, local organisations and community groups.

Council will prioritise ensuring our services can run from well-maintained and contemporary facilities and infrastructure. Importantly, Council will also stay focused on staying within our financial sustainability indicators. This will allow Council to respond quickly and effectively to major issues such as we have done with the COVID-19 pandemic and the recycling crisis.

Priority Projects

- Continue to implement Monash’s Digital Strategy
- Complete and implement the Workforce Plan
- Complete the Financial Upgrade project.

Strategic Indicators

INDICATOR	TARGET OR DESIRED TREND
C1 – Expenses per head of population*	Sustain level above CPI increases
G1 - Council decisions made at meetings closed to the public*	Equal to or less than 10%
G2 – Satisfaction with community consultation and engagement*	Greater than metropolitan Melbourne average
G3 – Councillor attendance at Council meetings*	Equal to or greater than 87%
G5 Satisfaction with council decisions*	Greater than metropolitan Melbourne average
L1 – Current assets compared to current liabilities*	Liquidity ratio maintained above 150%

* Indicators with prefix codes are also reported through Local Government Performance Reporting Framework (LGPRF)

Connection to other strategic objectives

- Sustainable City
- Inclusive Services
- Enhanced open spaces and activity centres.



Over the next four years we will continue to deliver on our existing strategies, plans and commitments:

- Utilise the results of the annual Community Satisfaction Survey for continual improvements to performance
- Strengthen the representation and inclusion of the Monash LGBTIQ+ community
- Meet *Gender Equality Act (2020)* and *Local Government Act (2020)* requirements, continue to focus on a culture of diversity, inclusion, safety and wellbeing and embed aligned values and behaviours underpinned by policies, processes and practices
- Enhance evidence-based modelling of Asset Condition to produce long-term funding requirements
- Enhance the promotion of Council activities and projects, particularly through the use of photography, video and graphic designed materials.

GOOD GOVERNANCE STRATEGIES

- Ensure a financially, socially and environmentally sustainable organisation
- Enhance customer experiences through our Digital Strategy
- Effectively communicate and engage with the community
- Maintain the highest standards of good governance
- Strategic Integrated Planning and Performance Reporting.



Monash Civic Centre | 293 Springvale Road, Glen Waverley, 3150 | 8.30am to 5.15pm | Monday to Friday
Oakleigh Service Centre | 3 Atherton Road, Oakleigh, 3166 | 8.30am to 5.15pm | Monday to Friday
9518 3555 | www.monash.vic.gov.au | mail@monash.vic.gov.au
National Relay Service (for people with hearing or speech impairments) 1800 555 660

Language Assist

普通话	9321 5485	Ελληνικά	9321 5482	廣東話	9321 5481	සිංහල	7005 3002	Italiano	9321 5483
हिंदी	7005 3000	Việt Ngữ	9321 5487	தமிழ்	7005 3003	한국어	9321 5484	Bahasa Indonesia	7005 3001

