



CITY OF
MONASH

Council Plan 2013 - 2017



Major initiatives and
services for 2015/16





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Mayor's message



“ I am pleased to present our 2015/16 Council Plan, which outlines major initiatives and services planned for the next 12 months. ”



This plan recommits Council to the four key long-term directions that we outlined in our extensive four year plan in 2013.

These four directions - developed in response to community feedback - are:

- » ensuring our city has inviting places and spaces
- » achieving a healthy and active Monash
- » fostering confident, connected communities
- » taking action for our future.

Our plan for 2015/16 includes actions that will make a positive difference in the daily lives of Monash residents. These include:

- » upgrading local infrastructure including footpaths, cycling/walking paths and sporting pavilions
- » employing a staff member to work on generating respectful, equal relationships between men and women, with the long-term aim of reducing violence against women
- » funding for playspace upgrades, including stage two of the project to build an intergenerational regional playspace at Valley Reserve (Mount Waverley).

Monash remains one of the most liveable municipalities in the most liveable city in the world. That is something worth protecting and enhancing. Over the next 12 months, we will undertake some strategic studies to put us in the best position to protect the amenity of the local community. These will include:

- » a municipality-wide review of the landscape and garden character of Monash. This research will assist in building a strong case for further protections of the character of local streets
- » a study into the future direction and priorities for all facets of transport planning and parking provision and management within Monash
- » stage two of a Public Open Space Strategy to determine a direction for the future needs, provision, design and management of public open space.

We are also planning to progress an Expression of Interest process for the development of the Central Carpark site in Glen Waverley. This would involve investigating community needs for a community hub (incorporating a state-of-the-art library) on part of the land.

This will all be achieved in a climate where we are very conscious of the impending State Government-imposed rate capping regime. As part of being financially responsible, we will become 'debt free' by paying off our accumulated loans by 30 June 2015. We will continue to run a lean organisation, which will involve continuing to explore opportunities for internal cost savings.

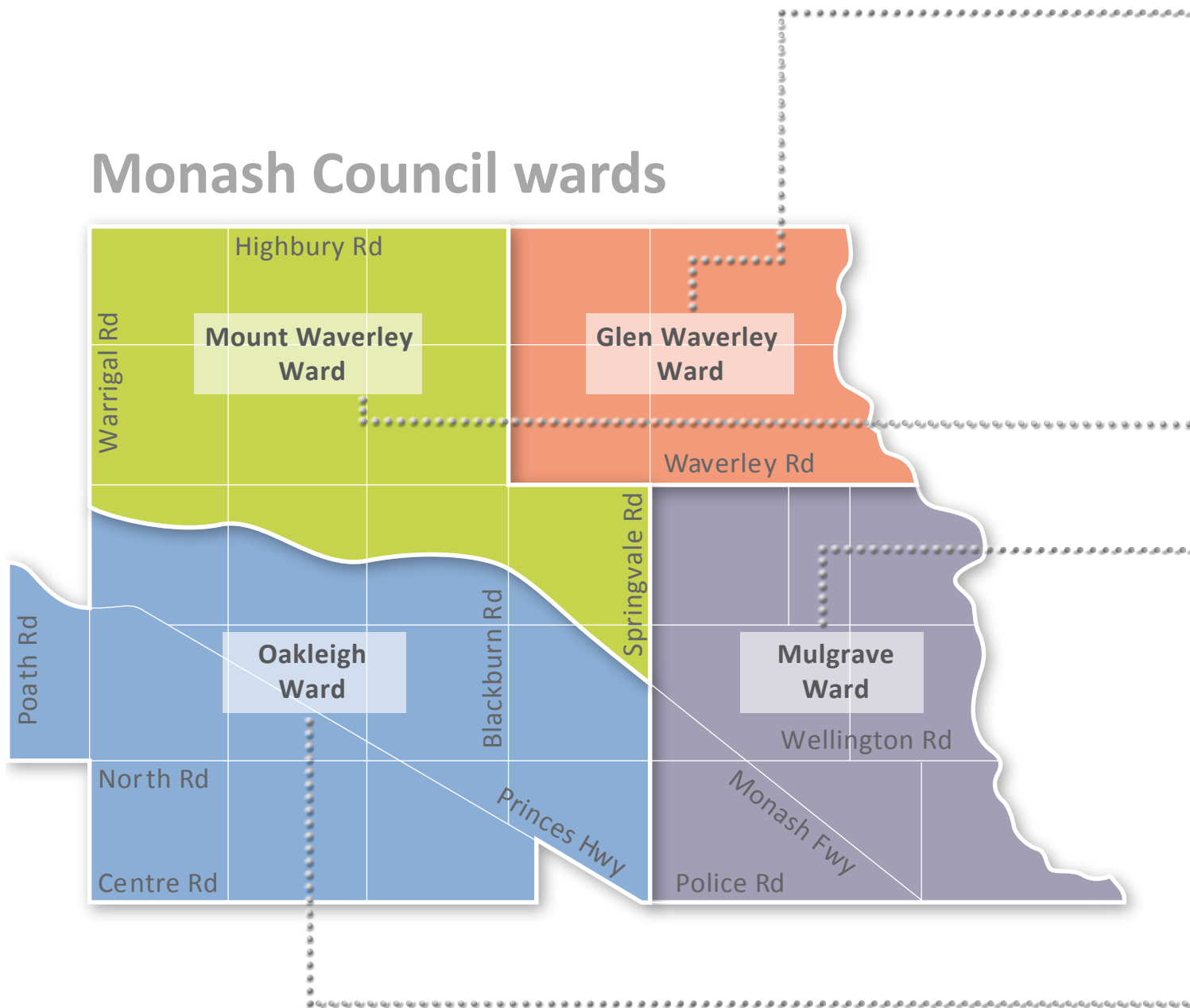
Over the past 12 months, we've provided more opportunities than in the past for residents to tell us what they see as the priorities for their neighbourhoods. Many of the actions in this plan - for example, the need for better footpaths and the desire to see Monash's 'garden city' character retained - respond directly to priorities identified by our community. We are very grateful to the residents who have taken the time - and trusted in the process - to give us their views.



PAUL KLISARIS
Mayor

Councillors and wards

Monash Council wards



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Council's Plan for 2013 - 2017

(Major initiatives and services 15/16)

In developing our four year Council Plan we have responded strongly to feedback from our community, including priorities expressed in our community surveys.

Key directions

To create a sense of difference, we are focusing our attention on four key directions:

1. Ensuring our city has inviting places and spaces
2. Achieving a healthy, active Monash community
3. Fostering confident and connected communities
4. Taking actions for our future.

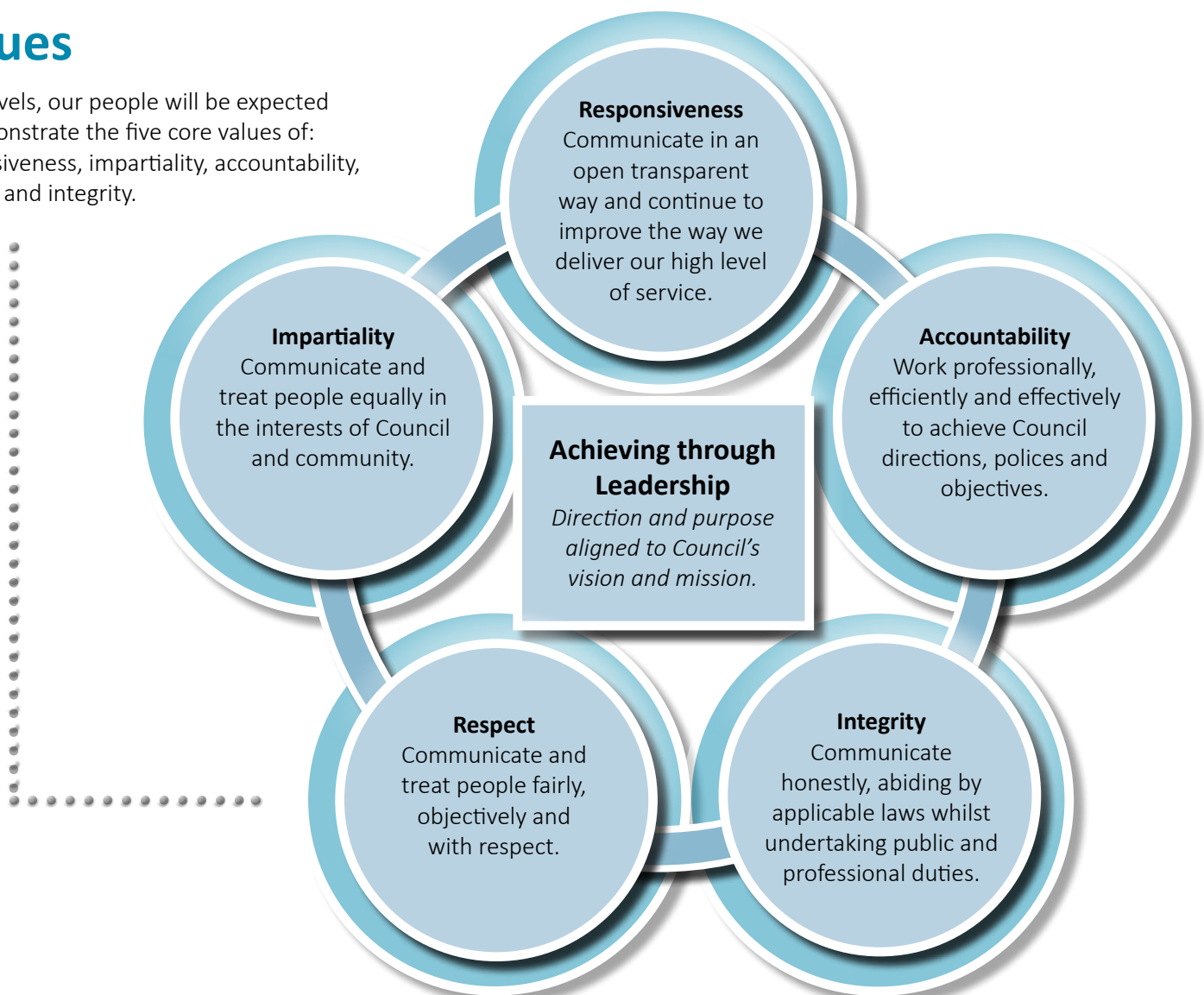
These will be driven by a commitment to progressive governance, strong leadership and the five core values listed below. Progressive local governance recognises the importance of a responsive organisation that engages with its community and facilitates participation and involvement of its citizens.

Major initiatives and services 2015/16

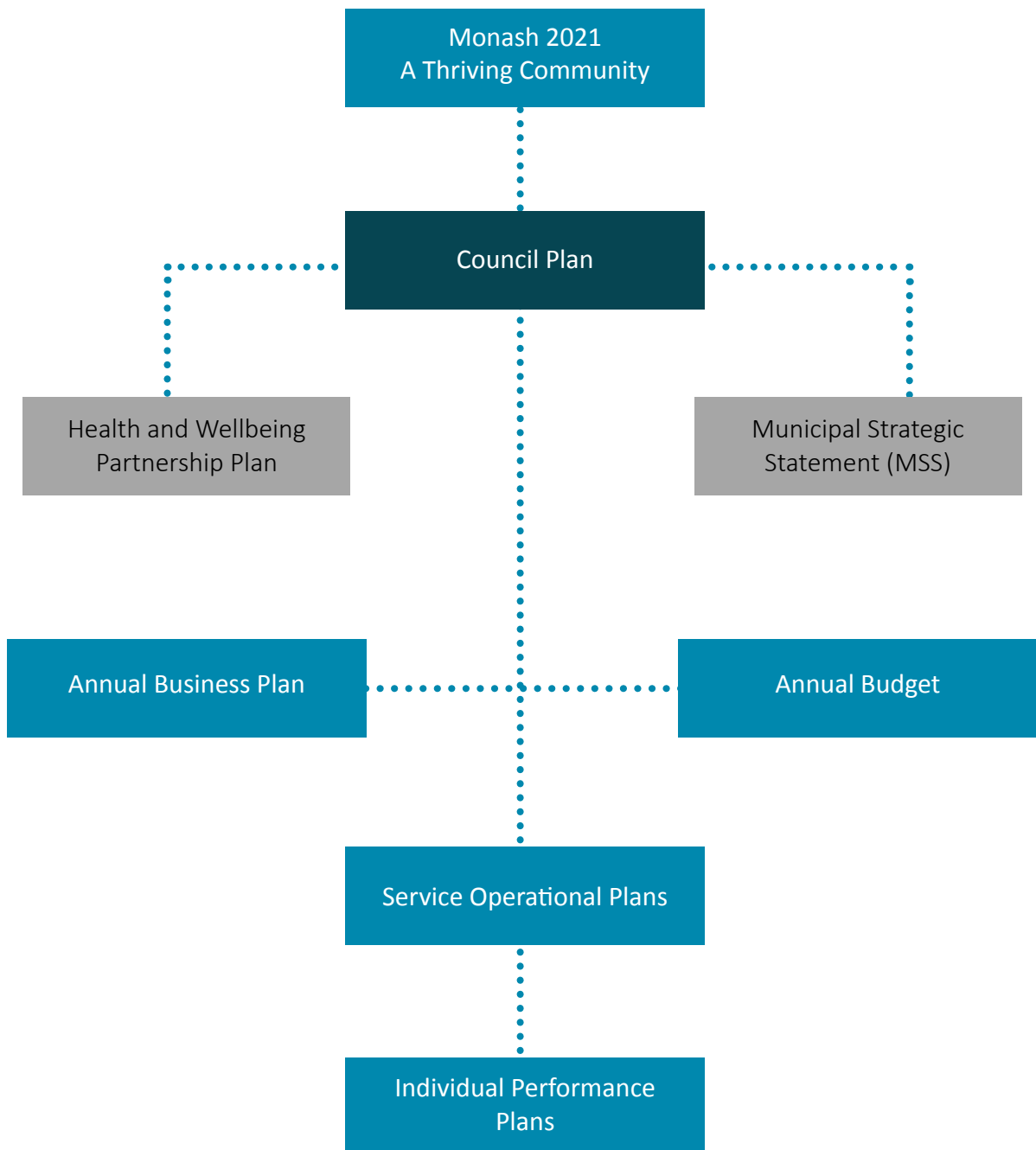
For each of our key directions, we have articulated the major initiatives and services planned for the 2015/16 financial year, to show how Council will make a difference over the next 12 months.

Values

At all levels, our people will be expected to demonstrate the five core values of: responsiveness, impartiality, accountability, respect and integrity.



Council's strategic planning framework



The Plan at a glance

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.

Key Directions

Ensuring our City has inviting places and spaces

Achieving a healthy and active Monash

Fostering confident, connected communities

Taking action for our future

Community Outcomes

Enhanced parks, open spaces and trails across Monash

Increased use of our parks, spaces and leisure facilities

Communities across Monash celebrate their creativity and diversity

Our natural and built environment is protected

Access and safety needs are attended to

Residents inspired to remain physically active and healthy

Community concerns about personal safety are positively addressed

Our local economy is more resilient

Impacts of the density of residential developments are monitored and managed

Strengthened community resilience to the harm from gambling

Communities and organisations promote respect and equality and prevent violence against women

Innovation and adaptability is cultivated

Activity Centres across Monash remain vibrant

A stronger sense of community is fostered within local areas

Investment in our children and young people is continued

Principles

Council's Plan will be driven by a commitment to progressive governance and strong leadership.

Ensuring a responsive organisation

Demonstrating responsible fiscal management

Modernising our systems

Achieving through leadership



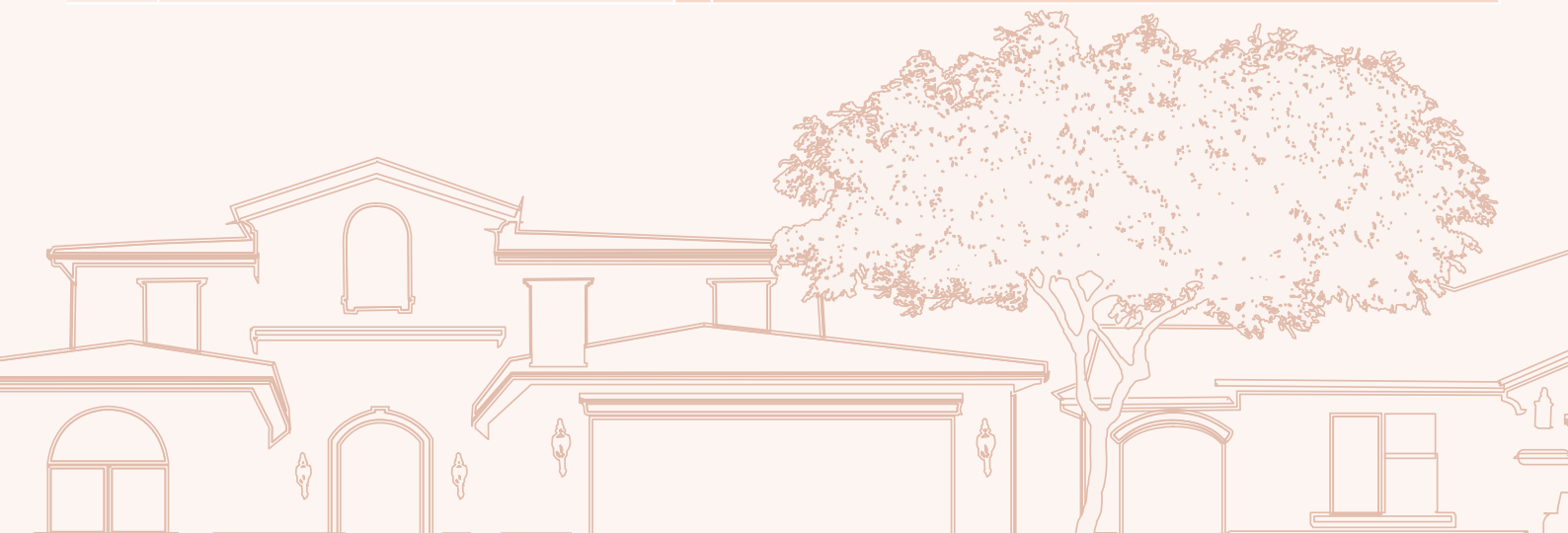
Direction 1:

Ensuring our City has inviting places and spaces

COMMUNITY OUTCOMES

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

Strategies to achieve these outcomes	Major initiatives and services 2015/16
<p>1.1.1 Review the accessibility and quality of public open spaces across Monash for development of a new Public Open Space Strategy for Monash</p>	<p>a MAJOR INITIATIVE 1: Develop stage two of the Public Open Space Strategy to determine direction for the future needs, provision, design and management of public open space</p>
<p>1.1.2 Improve walking and cycling trails, including connections between existing public open spaces and links to Activity Centres across the City</p>	<p>a Implement funded priorities from the Walking and Cycling Strategy including upgrades to the Scotchmans Creek Trail and the Dandenong Creek shared path</p>
<p>1.1.3 Further develop amenities and facilities within parks and reserves that reflect preferences expressed by communities</p>	<p>a Implement the following projects inspired by the Intergenerational Active Spaces Feasibility Study: Upgrades of playspaces at Baily Street Reserve and Tally Ho Reserve in Mount Waverley; Waverley Women’s Sports Centre in Wheelers Hill; MacKellar Avenue Reserve in Mulgrave; Reg Harris Reserve in Oakleigh East; Viewpoint Avenue Reserve and Woodlea Drive Reserve in Glen Waverley; and of the fitness track in Freeway Reserve, Mulgrave</p> <p>b Implement funded priorities from the Active Reserves Strategy including:</p> <ol style="list-style-type: none"> 1. Develop a Master Plan for Freeway Reserve 2. Implement a recreation software package (to provide for online reserve/ground bookings) 3. Commence pavillion upgrades at Argyle Reserve in Hughesdale; Central Reserve South in Glen Waverley; and Scammel Reserve in Oakleigh 4. Undertake stage two of the Valley Reserve intergenerational playspace 5. Planning and design for enhancements at the Electra Community Centre in Ashwood, subject to a matching funding commitment



COMMUNITY OUTCOMES

1.2 Access and safety needs of all are attended to

Strategies to achieve these outcomes		Major initiatives and services 2015/16	
1.2.1	Upgrade footpaths and pedestrian continuity	a	Priority areas identified for footpath renewal and works undertaken in accord with funded priorities
		c	Continue the implementation of the overhanging vegetation program to ensure residents have safe access to footpaths
1.2.3	Implement key aspects of Council's Domestic Animal Management Plan 2013 - 2017	a	Implement an education program about responsible pet ownership and the prevention of dog attacks

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

1.3.2	Adopt an evidence-based approach to the management and ongoing renewal of our City's public tree canopy	a	Implement the funded priorities from the Street Tree Strategy, which is expected to be adopted in 2015/16
1.3.3	Utilise our annual planting program to improve the amenity and liveability of local areas associated with increasing residential density	a	Complete the planting program of 100,000 new trees, shrubs and ground covers per annum (including a minimum of 1,500 street trees p.a.)
1.3.4	Pursue new strategic plans and policies to provide stronger direction about residential developments of increased density	c	Complete the first stage of new residential zone implementation to enhance the protection of the 'garden city' character of Monash
1.3.5	Build community understanding of development and housing issues	b	Detailed and ongoing community consultation and information program on the implementation of the new residential zones throughout 2015/16





Maintaining the grounds of Mount Waverley Community Centre

COMMUNITY OUTCOMES

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

Strategies to achieve these outcomes	Major initiatives and services 2015/16
<p>1.4.1 Undertake studies on Major Activity Centres (MACs) across the City, identifying priorities for planned changes. Studies to also include:</p> <ul style="list-style-type: none"> » 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 	<p>a MAJOR INITIATIVE 2: Progress the Expression of Interest for the development of Council land bounded by Springvale Road, Coleman Parade, Kingsway and Railway Parade North in Glen Waverley including investigating community needs for possible inclusion of a community hub on part of the land</p> <p>c Complete the planning scheme amendment process for the Glen Waverley Structure Plan</p>
<p>1.4.3 Improve the maintenance and viability of Activity Centres across Monash</p>	<p>a Implement actions within the Monash Economic Development Strategy and Action Plan for Supporting Local Businesses including: promote further investment in the National Employment Cluster</p> <p>b Continue to support trader associations to be active and effectively focus on promotional and operational issues for their respective Activity Centres</p> <p>c Work with the Melbourne East councils to develop and implement a Regional Investment Attraction Strategy</p> <p>d Progress with implementation of Council’s Graffiti Removal Strategy and Policy</p>
<p>1.4.4 Continue to develop our Library Service and the Monash Gallery of Art</p>	<p>c Implement the Year One actions of the Public Library Service Strategic Plan, which is expected to be adopted in 2015/16</p> <p>d Develop a Strategic Plan for the Monash Gallery of Art</p>

Direction 2:

Achieving a healthy and active Monash

COMMUNITY OUTCOMES

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

Strategies to achieve these outcomes		Major initiatives and services 2015/16	
2.1.1	Build on the Active Monash initiative and campaigns	a	Increased use of Council's aquatic and leisure facilities and increased attendances at Active Monash community programs, such as 'Active People Active Parks', 'Let's All Play' and 'Active Monash Month'
		b	Expand existing 'Active People Active Parks' program to target areas that have been identified to have low physical activity levels
		e	Continue to support the community-led Bicycle User Group to increase the use of Monash's walking and cycling network
		f	Expand sporting and recreation opportunities for newly arrived and culturally diverse youth, through tailored programs such as 'Let's All Play'
		g	Build a stronger local connection between communities and nature through park-based community activities such as holding community events to open new playspaces, community-led nature walks, educational forums and tree planting days

2.2 Residents are inspired to remain physically active and healthy

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'	a	Key actions/funded priorities implemented from Monash Health and Wellbeing Partnership Plan
2.2.3	Encourage independence of residents aged 65+ through the Department of Human Services 'Active Service Model' This model applies to Home and Community Care Programs delivered by Council and is aimed at supporting people to remain living at home and connected with their community, to optimise their independence and quality of life	a	Number of residents for specific age groups (aged 65 yrs +) and those people with a disability participating in these initiatives
		c	Review and monitor outcomes of the Aged and Community Care program, through analysis of results of the annual client survey
2.2.4	Review and update the strategies for promoting active ageing in Monash	a	Implement funded actions within the new 'Age-Friendly Monash' Plan

2.3 Strengthened community resilience to the harm from gambling

2.3.1	Consider the recommendations of the 2012/13 Gambling Research Project	a	<ol style="list-style-type: none"> 1. Involvement in health promotion activities and awareness campaigns (number of activities annually) 2. Develop a new strategy to strengthen community resilience to harm from gambling
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*Keeping fit at Oakleigh
Recreation Centre*

Direction 3:

Fostering confident and connected communities

COMMUNITY OUTCOMES

3.1 Celebrating the creativity and diversity of communities within Monash

Strategies to achieve these outcomes		Major initiatives and services 2015/16	
3.1.1	Promote Monash as a diverse and harmonious City	a	Report to Council on the Year Three actions funded in the suite of strategies under the Access & Equity Framework 2013 - 2017
		c	Annual total number of cultural events which celebrate and are inclusive of cultural diversity and number of attendees
3.1.2	Encourage participation in arts and cultural activities, including providing support to community organisations or individuals involved in arts and cultural activities	b	Annual total number of cultural, library and Monash Gallery of Art events and number of participants
		d	Annual total number of community grants awarded and total dollar amount, for arts and cultural initiatives

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

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 of Melbourne	c	Participation by Monash staff in regional working groups aimed at promoting safer communities will be captured in 5.4.3c
3.2.2	Advocate to State Government our community's concerns about the 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	b	Use feedback from the 'Monash in Four' community consultations: <ol style="list-style-type: none"> To inform development of a Council position on public transport priorities/planning For use by peak bodies (such as the Eastern Transport Coalition, Metropolitan Transport Forum and public transport user-groups) to strengthen lobbying for improvements to State Government public transport services and infrastructure in Monash and this region
3.2.3	Work with traders and/or business owners to improve their understanding of community safety	a	Implement activities to enhance safety in Activity Centres
3.2.4	Review the Residential Parking Permit Policy within Monash	a	Implement the revised Residential Parking Permit Policy, following community consultation undertaken in 2014/15

3.3 Communities and organisations promote respect and equality and prevent violence against women

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	a	Final report produced on the Generating Equality and Respect (GEAR) program including learning and outcomes
		b	Develop a Monash Gender Equity Strategy

COMMUNITY OUTCOMES

3.4 A stronger sense of community is fostered within local areas

Strategies to achieve these outcomes	Major initiatives and services 2015/16
<p>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</p>	<p>a The number of Council facilitated gatherings/events held in Council facilities and reserves is recorded and shows an increase over four years: 2013 - 2017</p> <p>b MAJOR INITIATIVE 3: Develop community plans to strengthen the community and build community capacity in the following localities:</p> <ol style="list-style-type: none"> 1. Oakleigh 2. Ashwood/Chadstone
<p>3.4.2 Conduct meetings of Councillors and the community at the local level</p>	<p>a Continue to hold Councillor meet and greets, listening and information sessions - at more local levels</p>
<p>3.4.4 Redesign Council’s Grants program to strengthen civic participation and community connections (including communities of interest and geographic communities)</p>	<p>b Total Council funds granted annually to promote community capacity-building</p>



Direction 4:

Taking action for our future

COMMUNITY OUTCOMES

4.1 Our natural and built environments are protected

Strategies to achieve these outcomes		Major initiatives and services 2015/16	
4.1.1	Focus on our 'Environmental Sustainability Roadmap' and strengthening our ecological sustainability	a	MAJOR INITIATIVE 4: Develop and present to Council for adoption a new Council 'Sustainability Strategy'
		b	Implement the Sustainability Strategy 2015/16 funded actions and report annual achievements
4.1.2	Continue work on Water Sensitive Urban Design as a step towards becoming a 'water sensitive' City	a	Complete construction documentation for the Central Reserve Stormwater Harvesting Project in keeping with Council's adopted Integrated Water Management Plan
4.1.4	Develop long-term options for waste management, including options of reducing waste sent to landfill	a	Prepare a report on landfill options to replace the Clayton South landfill
4.1.5	Protect and enhance the viability of Council infrastructure and spaces	a	1. Align Capital Works and the Asset Management Planning and Reporting Structure to assist in addressing renewal requirements 3. Undertake a municipality wide review of the landscape and garden character of Monash to inform development of potential landscape protection planning provisions for new developments
		b	Conduct a study into the future direction and priorities for all facets of transport planning and parking provision and management within Monash

4.2 Our local economy is more resilient

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	a	Continue the partnership with the Metropolitan Planning Authority (MPA) to strengthen the Monash National Employment Cluster through the development of the Strategic Framework Plan. Review the priority directions from the Industrial Land Use Strategy upon completion of the Strategic Framework Plan for the Monash National Employment Cluster in partnership with the MPA
4.2.2	Provide information and services to businesses to encourage further growth and development in that sector	b	Implement actions within the Monash Economic Development Strategy and Action Plan for 'Supporting Local Businesses', including enhancing Council's online Business Directory
		c	Investigate establishing a CEOs network for corporations in Monash
		d	Investigate the development of a Tourism Action Plan
4.2.3	Implement a 'Buy Local' campaign	a	Continue a 'Buy Local' campaign with trader associations to encourage business within Activity Centres
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"	a	Deliver a minimum of six promotional/support activities at the Monash Enterprise Centre (incorporating the Eastern Innovation Business Centre)

COMMUNITY OUTCOMES

4.3 Innovation and adaptability are cultivated

Strategies to achieve these outcomes		Major initiatives and services 2015/16	
4.3.1	With the Monash Leadership group, develop a program to improve the organisational culture including specific strategies to support and drive innovation	a	Continue to support innovation through the Employee Recognition Program

4.4 Investment in our children and young people is continued

4.4.1	Implement the strategic approach to service delivery and planning contained in the Council's Access & Equity Framework - Monash Early Years Plan 2013 - 2017	c	Develop a new Municipal Early Years Plan 2016 - 2020
4.4.2	Work to ensure young people in Monash are valued, respected, healthy and engaged	a	Implement the Year Three actions identified in the 'Monash Youth Plan 2013 - 2016' including: <ol style="list-style-type: none"> 1. Supporting young people living in the Holmesglen Youth Foyer 2. Advocating for improved mental health services in Monash for young people
		d	Form a youth committee to drive the development of the Youth Action Plan 2017 - 2020

Enjoying Youth Carnival Week



Our Principles:

Progressive governance and strong leadership

COMMUNITY OUTCOMES

5.1 Ensuring a responsive organisation

Strategies to achieve these outcomes		Major initiatives and services 2015/16	
5.1.1	Implement reforms in our approach to customer service and responsiveness	a	Demonstrate improved customer service, through our progress on reaching the following target, identified in our Customer Service Strategy: "80% of enquiries resolved at first contact through a dedicated customer service function"
		b	<ol style="list-style-type: none"> 1. Report on Council's achievements in meeting our responsiveness measures in our Customer Service Guarantee 2. Promote awareness and understanding by all staff of the Customer Service Guarantee
5.1.3	Continue investment in activities for community consultation and engagement	a	Consultation champions will continue to meet every four-six weeks to learn about different consultation methods and to support each other in advocating within their departments for a high standard of consultation with the community
		b	Number of local area consultation events shows increases over time from 2014 and demonstrates inclusion of all parts of our City
		d	Provide findings of the Local Government Community Satisfaction Survey to all managers to discuss how service delivery can be improved
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 addressing weaknesses	a	Action planning based on 2014 survey is progressed and reviewed across the organisation and within each branch/unit
		b	Implement Year Three actions from the Monash People Plan "Be the difference" with a focus on a coordinated, independent Employee Assistance Program
5.1.5	Produce and issue the Monash Bulletin on a regular basis	a	Distribute 11 editions of the Monash Bulletin to local households per year, ensuring the community is informed about Council services, community events and opportunities to provide feedback

5.2 Demonstrating responsible fiscal management

5.2.1	Complete Service Operational Plans and Best Value Reviews for all Council service areas	b	Service Operational Plans completed for each Council service
5.2.2	Restore the Council funds - used to pay the last Defined Benefits Superannuation shortfall of \$11.9M - over the next three financial years	a	Maintain the working capital ratio in a positive position
5.2.3	Deliver Council's Capital Works Program	a	MAJOR INITIATIVE 5: Minimum 90% of agreed Capital Works delivered annually
5.2.4	Ensure compliance with legislation and standards	a	Ensure Council compliance with all statutory financial reporting requirements of the Local Government Act 1989 and the Australian Accounting Standards
		b	Undertake work required to incorporate the new Local Government Performance Reporting Framework measures in the Performance Statement and Report of Operations in Council's 2014/15 Annual Report

COMMUNITY OUTCOMES

5.3 Modernising our systems

Strategies to achieve these outcomes		Major initiatives and services 2015/16	
5.3.1	Review the Information Technology Strategy	a	Support the implementation of the Year Three funded priorities in the IT strategy
		a1	MAJOR INITIATIVE 6: Appoint the successful tenderer and commence implementation of the new Electronic Data Management System (EDMS)
5.3.2	Implement a cross organisation electronic system for tendering and purchasing	a	Participate in the MAV LEAP Procurement Development program
		b	Actively participate in the Eastern Region Procurement Network to share information and seek opportunities for collaboration
5.3.3	Introduce a new corporate performance reporting system	a	Complete implementation of the Key Performance Indicators module in the Pulse corporate performance reporting system
5.3.4	Ongoing development of and enhancement of Council's online media	a	Expand the number of online services (eg. payments, requests for service) that are provided via Council's website

5.4 Achieving our directions through Leadership

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	a	Leadership Training provided for new and existing leaders, with a focus in 2015/16 on contemporary Leadership skills development
5.4.2	Mindful demonstration of the values of our organisation (pg.8)	a	Organisation Values and Behaviours are regularly discussed at Managers Forums and Department Meetings
			Undertake review of organisation values and re-launch to ensure consistent application of these values across the organisation in 2015/16
5.4.3	Seek partnerships with our community and more collaborative planning and service delivery with agencies and key stakeholders	c	Number of local partnerships or joint ventures secured annually, which enable implementation of local services or projects, including outcomes for the Council Plan
5.4.4	Extend our advocacy on our community's priorities and Council's key directions to 2017	a	Number of advocacy activities undertaken, by issue: <ol style="list-style-type: none"> 1. To promote the findings of our community research including priorities within Monash in Four (both internally and externally) 2. To inform State and Commonwealth Government/Authorities, and others 3. To advance directions in Council Plan 2013 - 2017





City of
MONASH

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Capital Works program items for 2015/16

Council Plan Ref.	Capital Works Program proposed for 2015/16
CW1	Implement works identified in Council's Walking and Cycling Strategy with a focus on Scotchmans Creek Trail (between Warrigal Road & Drummond Street, Chadstone) and Dandenong Creek Trail (behind Oliver Court, Mulgrave)
CW2	Undertake improvements to specified playgrounds in 2015/16
CW3	Upgrade community halls in line with budget provisions for 2015/16
CW4	Maintain and refurbish footpaths as per the 2015/16 program
CW5	Implement drainage improvement works within budget constraints: <ul style="list-style-type: none"> » Bengal Crescent, Mount Waverley (Damper Creek catchment) » Local drainage works in Kilburn Court, Wheelers Hill
CW6	Construct retaining walls, with the priority being Sixth Avenue, Burwood
CW7	Conduct the road resurfacing, kerb and channel replacement program for 2015/16
CW8	Implement local road reconstruction works for 2015/16 with a focus on Moller Street, Oakleigh
CW9	Use 'Roads to Recovery' Federal Government funding to complete works in Lever Street, Oakleigh
CW10	Implement the traffic management program for 2015/16 with a focus on T-intersection slow points in Lum Road and Raphael Drive, Wheelers Hill
CW11	Implement car park improvement works for 2015/16 with a focus on an extension of the carpark in the Monash Aquatic and Recreation Centre, Glen Waverley (Ivanhoe Street side)
CW12	Replace fleet, plant and equipment as per the 2015/16 program

Strategic Resource Plan

2015/16 - 2018/19

Under the Local Government Act 1989 ('the Act'), Council is required to prepare and adopt a Council Plan, a four year Strategic Resource Plan (SRP) and an Annual Budget. The achievement of the Council Plan is conditional on the Council's effective management of its resources as outlined in the SRP, the achievement of its strategic objectives and the sustainability of service delivery. The Act requires a SRP to be prepared covering both financial and non-financial

resources, and including key financial indicators for at least the next four financial years to support the Council Plan.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2015/16 to 2018/19 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The SRP identifies the financial and other resources required to achieve the objectives set out in the Council Plan for the next four years. Council's SRP is required to include the following financial statements:

Comprehensive Income Statement

details Council's operating performance after allowance for depreciation of assets and the book value of any assets sold. The difference between the value of annual depreciation and the amount of base capital expenditure as identified in the Financial Plan is not considered material and Council is confident that its base capital expenditure is significant enough to maintain capital assets given their current age and condition.

Statement of Cash

Flows provides detail on Council's cash position at the end of each financial year. Council has a policy of maintaining a minimum cash investment level \$2M above its identified non-discretionary funding commitments. This level is maintained over the four years of the Plan.

Balance Sheet provides detail on Council's Balance Sheet over the four years of the SRP.

Statement of Changes

in Equity details Council's changes in the balance of Equity based on the annual surplus/deficit and transfers to/from reserves.

Statement of Capital

Works details by category Council's planned capital expenditure in accordance with accounting definitions. This has necessitated the transfer of several projects to operating expenditure, classified in engineering terms as capital but which do not meet a strict accounting definition. These have been classified as "Operating Capital expenditure" and transferred from the Statement of Capital Projects to the Income Statement, but remain in base capital expenditure in the Financial Plan.

Statement of Human Resources

details all Council staff expenditure and numbers of full time equivalent Council staff. It is anticipated that over the next four years, staffing levels and composition will remain relatively stable.

Risk Assessment

The Council and Strategic Resource Plans are developed giving consideration to the risks associated with continued service delivery, long term financial viability of the Council and to ensure Council's compliance requirements with regulation, legislation and policy. This assessment is included in the development of business cases for Council's consideration for new initiatives, enhancement to service provision and the development of the capital works program.

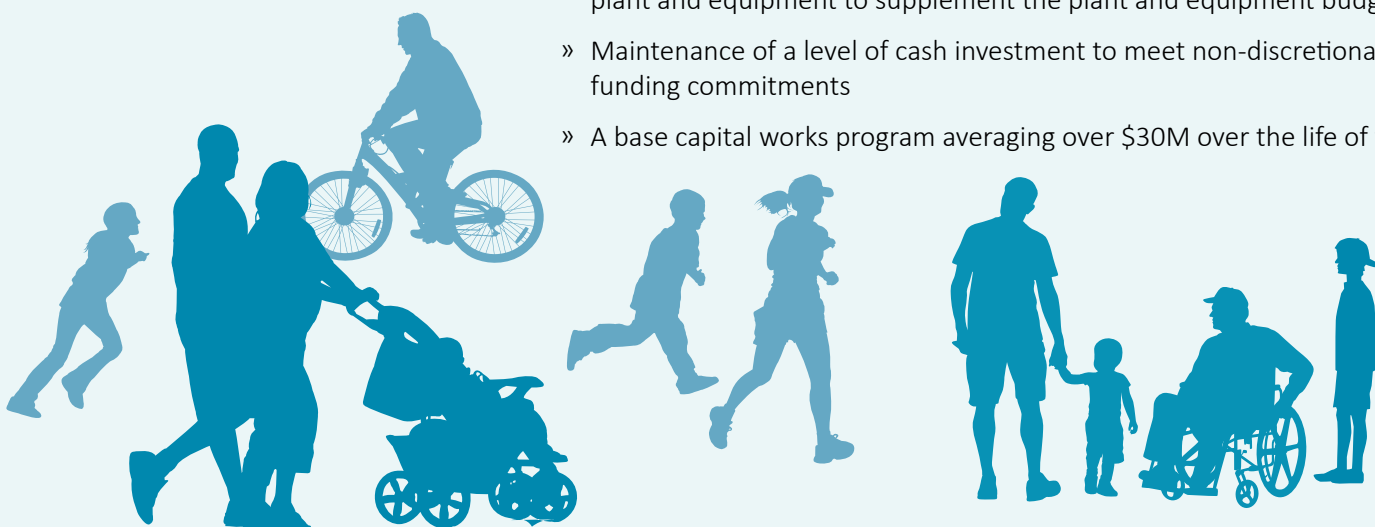
Summary

The SRP provides a high-level, medium-term view of how Council intends to utilise its resources to achieve best value for the Monash community. The SRP is soundly based and built around the need for Council to be fiscally prudent in managing the competing pressures of community demand and ensuring the long-term financial sustainability of the City.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2015/16 to 2018/19 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The Strategic Resource Plan for 2015/16 - 2018/19 is based on the following key strategies aimed at ensuring the long-term viability and amenity of the City:

- » Net rate revenue increases over the period of the Financial Plan of 6% for Year 1 and 2.5% in years 2, 3 and 4 (From Year 2 Council will be impacted by the State Government's new rate capping regime)
- » Revenue from fees and charges generally increase by 4% or in line with either cost increases or market levels as appropriate. This also recognises that other levels of Government set a considerable portion of statutory fees, fines and charges
- » The other key areas of savings are found in Council's Operating Budget and in a decision not to carry forward 2014/15 unspent capital funding
- » It is Council strategy to maintain the Working Capital Ratio in a positive position in the short term and long-term above 150%. The Working Capital Ratio measures the ability to pay existing liabilities in the next 12 months
- » Maintaining staff levels (EFTs) at current levels with additions only related to budget approved staffing initiatives which must be compensated for by intra year EFT savings
- » The maintenance or enhancement of existing service levels and increased maintenance and asset management of Council facilities and infrastructure
- » The funding of both operating expenditure and base capital works - that is the maintenance of absolute and relative infrastructure standards - from recurrent revenue sources, capital subsidies and cash reserves
- » Remaining debt-free over four years of this SRP
- » An asset sales program over the life of the plan consisting of trade-ins for plant and equipment to supplement the plant and equipment budget
- » Maintenance of a level of cash investment to meet non-discretionary funding commitments
- » A base capital works program averaging over \$30M over the life of the plan.



Financial and Non-Financial Resources

The Local Government Act requires a Strategic Resource Plan (SRP) to be prepared covering both financial and non-financial resources. It must include key financial indicators for at least the next four financial years to support the Council Plan.

The below table summarises the key financial results for the next four years as set out in the SRP for years 2015/16 to 2018/19.

Indicator	Forecast Actual	Budget	Strategic Resource Plan Projections			Trend
	2014/15	2015/16	2016/17	2017/18	2018/19	+/o/-
Surplus/(deficit) for the year	11,864	11,620	9,783	9,782	10,561	+
Underlying result	6,123	10,301	9,474	9,682	10,426	+
Cash and investments balance	38,462	46,100	48,543	49,481	53,083	+
Cash flow from operations	39,255	40,526	39,386	39,921	40,936	+
Capital works expenditure	32,795	31,092	34,908	36,741	35,256	0

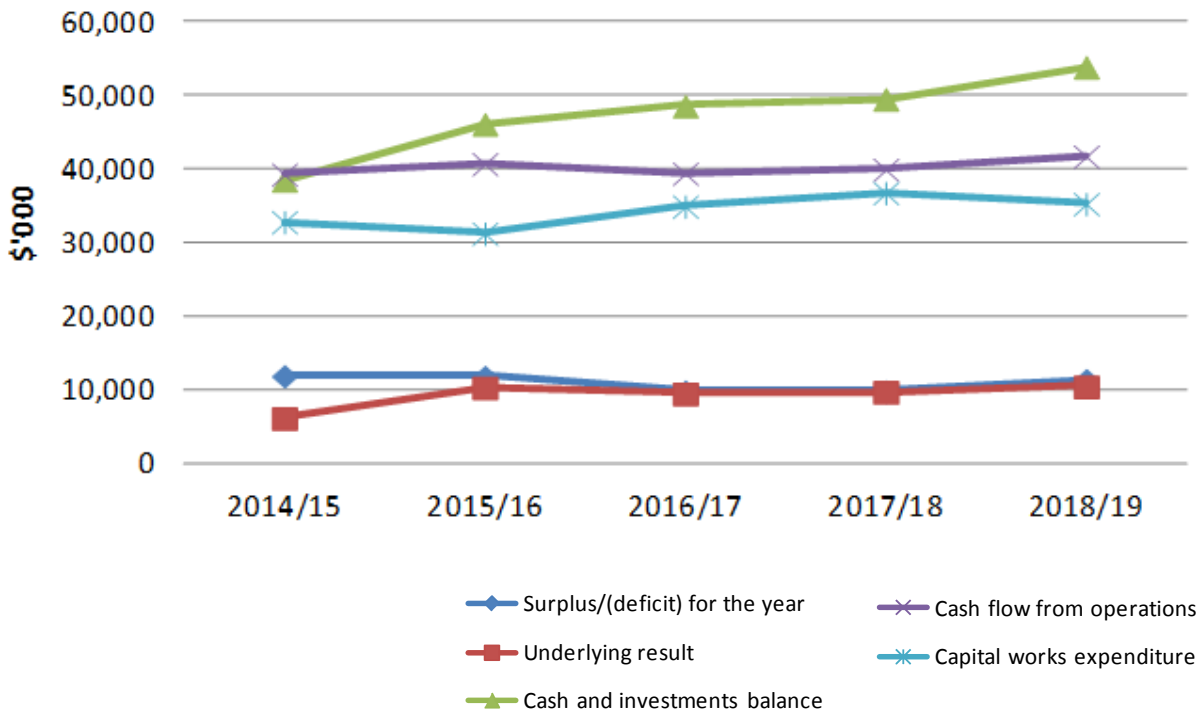
Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position
- o Forecasts that Council's financial performance/financial position will be steady
- Forecasts deterioration in Council's financial performance/financial position



*Upgrading the path along
Scotchmans Creek Trail*

The below graph shows the general financial indicators over the four year period.



The key outcomes of the Strategic Resource Plan are:

- » **Financial sustainability:** Cash and investments is forecast to increase marginally over the four year period from \$46M to \$54M, which indicates a balanced budget on a cash position in each year
- » **Rating levels:** Net rate increases over the period of the Financial Plan of 6% for Year 1 and 2.5% in years 2, 3 and 4
- » **Service delivery:** Service levels have been maintained throughout the four year period. Excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result is a surplus of 6.4% in 2015/16 to an underlying surplus of 5.9% in 2018/19. The adjusted underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result
- » **Borrowing strategy:** Borrowings have reduced from \$11.8M as at 1 July 2014 to \$0M at 1 July 2015
- » **Infrastructure strategy:** Capital expenditure (including new projects) over the four year period will total \$138M million at an average of \$34.5M.

Comprehensive Income Statement

For the four years ending 30 June 2019

	2016	2017	2018	2019
	\$ '000	\$ '000	\$ '000	\$ '000
Income				
Rates & Charges	108,355	111,914	115,562	119,301
Statutory fees & fines	6,750	7,020	7,301	7,593
User fees	23,520	24,450	25,416	26,420
Grants - Operating	17,350	17,689	18,132	18,585
Grants - Capital	2,789	1,731	1,760	1,790
Contributions - monetary	2,464	2,574	2,433	2,538
Interest Revenue	1,110	1,519	1,569	1,635
Other Revenue	1,458	1,494	1,532	1,695
Total Income	163,796	168,391	173,704	179,556
Expenses				
Employee costs	67,013	69,347	71,766	74,270
Materials, services & contracts	59,105	62,844	65,374	67,573
Depreciation	26,058	26,418	26,782	27,152
Total Expenses	152,176	158,609	163,922	168,995
Surplus/(deficit) for the year	11,620	9,783	9,782	10,561

The above Comprehensive Income Statement should be read in conjunction with the accompanying other information.

Balance Sheet

For the four years ending 30 June 2019

	2016 \$ '000	2017 \$ '000	2018 \$ '000	2019 \$ '000
ASSETS				
<i>Current Assets</i>				
Cash and cash equivalents	46,100	48,543	49,481	53,083
Trade and other receivables	7,932	7,957	7,980	8,004
Total Current Assets	54,032	56,500	57,461	61,087
<i>Non-Current Assets</i>				
Property, Plant & Equipment	2,201,106	2,208,470	2,217,340	2,224,324
Other assets	1,624	1,624	1,624	1,624
Total Non-Current Assets	2,202,730	2,210,094	2,218,964	2,225,948
Total Assets	2,256,762	2,266,595	2,276,425	2,287,035
LIABILITIES				
<i>Current Liabilities</i>				
Trade and other payables	34,506	34,556	34,604	34,653
Total Current Liabilities	34,506	34,556	34,604	34,653
<i>Non-Current Liabilities</i>				
Provisions	1,351	1,351	1,351	1,351
Total Non-Current Liabilities	1,351	1,351	1,351	1,351
Total Liabilities	35,857	35,907	35,955	36,004
Net Assets	2,220,905	2,230,688	2,240,470	2,251,031
EQUITY				
Accumulated surplus	932,151	941,560	950,945	961,085
Reserves	1,288,753	1,289,127	1,289,525	1,289,946
Total Equity	2,220,905	2,230,688	2,240,470	2,251,031

The above Balance Sheet should be read in conjunction with the accompanying other information.

Statement of Changes in Equity

For the four years ending 30 June 2019

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2016				
Balance at beginning of the financial year	2,209,285	920,327	1,274,819	14,139
Surplus/(deficit) for the year	11,620	11,620	-	-
Transfer to reserves	-	(2,199)	-	2,199
Transfer from reserves	-	2,404	-	(2,404)
Balance at end of the financial year	2,220,905	932,151	1,274,819	13,934
2017				
Balance at beginning of the financial year	2,220,905	932,151	1,274,819	13,934
Surplus/(deficit) for the year	9,783	9,783	-	-
Transfer to reserves	-	(2,265)	-	2,265
Transfer from reserves	-	1,891	-	(1,891)
Balance at end of the financial year	2,230,688	941,560	1,274,819	14,308
2018				
Balance at beginning of the financial year	2,230,688	941,560	1,274,819	14,308
Surplus/(deficit) for the year	9,782	9,782	-	-
Transfer to reserves	-	(2,333)	-	2,333
Transfer from reserves	-	1,936	-	(1,936)
Balance at end of the financial year	2,240,470	950,945	1,274,819	14,706
2019				
Balance at beginning of the financial year	2,240,470	950,945	1,274,819	14,706
Surplus/(deficit) for the year	10,561	10,561	-	-
Transfer to reserves	-	(2,403)	-	2,403
Transfer from reserves	-	1,982	-	(1,982)
Balance at end of the financial year	2,251,031	961,085	1,274,819	15,127

The above Statement of Changes in Equity should be read in conjunction with the accompanying other information.

Statement of Cash Flows

For the four years ending 30 June 2019

	Inflows (Outflows) \$ '000	Inflows (Outflows) \$ '000	Inflows (Outflows) \$ '000	Inflows (Outflows) \$ '000
Cash flow from operating activities				
Receipts				
Rates & Charges	108,355	111,914	115,562	119,301
Statutory Fees & Fines	6,750	7,020	7,301	7,593
User Fees	25,166	26,161	27,195	28,269
Contributions - cash	2,464	2,574	2,433	2,538
Grants - Operating	17,350	17,689	18,132	18,585
Grants - Capital	2,789	1,731	1,760	1,790
Interest Revenue	1,110	1,519	1,569	1,635
Other Revenue	1,508	1,544	1,582	1,745
GST Reimbursement	8,118	8,791	9,190	9,255
Total Receipts	173,610	178,944	184,724	190,710
Payments				
Employee Costs	(67,013)	(69,347)	(71,766)	(74,270)
Materials, Services & Contracts	(64,424)	(68,500)	(71,258)	(73,655)
GST Paid to Government	(1,646)	(1,711)	(1,779)	(1,849)
Total Payments	(133,084)	(139,558)	(144,803)	(149,774)
Net cash provided by/(used in) operating activities	40,526	39,386	39,921	40,936
Cash flows from investing activities				
Payment for Property, Plant & Equipment	(33,890)	(37,975)	(40,046)	(38,429)
Proceeds from Sale of Property, Plant & Equipment	1,002	1,032	1,063	1,095
Net cash provided by/(used in) investing activities	(32,888)	(36,943)	(38,983)	(37,334)
Cash flows from financing activities				
Net cash provided by/(used in) financing activities	0	0	0	0
Net increase/(decrease) in cash & cash equivalents	7,638	2,443	938	3,602
Cash and cash equivalents at the beginning of the financial year	38,462	46,100	48,543	49,481
Cash and cash equivalents at the end of the financial year	46,100	48,543	49,481	53,083

The above Statement of Cash Flows should be read in conjunction with the accompanying other information.

Statement of Capital Works

For the four years ending 30 June 2019

	2016 \$ '000	2017 \$ '000	2018 \$ '000	2019 \$ '000
Property				
Land	70	70	0	0
Total land	70	70	0	0
Buildings and Building Improvements	5,705	5,729	5,016	6,671
Total buildings and building Improvements	5,705	5,729	5,016	6,671
Total property	5,775	5,799	5,016	6,671
Plant & Equipment				
Plant, machinery and equipment	3,552	3,619	3,966	4,483
Fixtures, fittings and furniture	46	46	46	49
Computers and telecommunications	2,848	2,200	1,800	1,601
Library books	1,223	1,265	1,308	1,350
Total plant and equipment	7,669	7,130	7,120	7,483
Infrastructure				
Roads	4,409	4,746	5,041	5,527
Footpaths and cycleways	3,112	3,393	3,444	4,118
Drainage	2,620	2,570	2,815	3,093
Recreational, leisure and community facilities	2,922	2,749	3,887	3,189
Waste management	190	176	179	188
Parks, open space and streetscapes	1,046	842	1,359	1,587
Off street car parks	436	4,527	4,732	325
Other infrastructure	2,912	2,976	3,149	3,076
Total Infrastructure	17,648	21,979	24,606	21,102
Total capital works expenditure	31,092	34,908	36,741	35,256
	2016 \$ '000	2017 \$ '000	2018 \$ '000	2019 \$ '000
Represented by:				
New asset expenditure	4,131	6,844	6,772	2,781
Asset renewal expenditure	16,899	17,917	17,901	21,505
Asset expansion expenditure	438	422	73	65
Asset upgrade expenditure	9,624	9,725	11,995	10,905
Total capital works expenditure	31,092	34,908	36,741	35,256

The above Statement of Capital Works should be read in conjunction with the accompanying other information.

Statement of Human Resources

For the four years ending 30 June 2019

	2016 \$ '000	2017 \$ '000	2018 \$ '000	2019 \$ '000
Staff Expenditure				
Employee Costs - Operating	65,249	67,521	69,877	72,315
Employee Costs - Capital	1,764	1,826	1,889	1,955
Total Staff Expenditure	67,013	69,347	71,766	74,270
	EFT	EFT	EFT	EFT
Staff Numbers				
Employees	773.2	773.2	773.2	773.2
Total Staff Numbers	773.2	773.2	773.2	773.2

The above Statement of Human Resources should be read in conjunction with the other information.

Summary of planned Capital Works expenditure

For the year ending 30 June 2016

	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2016									
Property									
Land	70	70	0	0	0	70	0	0	70
Total land	70	70	0	0	0	70	0	0	70
Buildings and Building Improvements	5,705	193	3,123	375	2,014	5,705	500	175	5,030
Total buildings and building improvements	5,705	193	3,123	375	2,014	5,705	500	175	5,030
Total property	5,775	263	3,123	375	2,014	5,775	500	175	5,100
Plant and equipment									
Plant, machinery and equipment	3,552	267	3,216	0	69	3,552	0	0	3,552
Fixtures, fittings and furniture	46	0	46	0	0	46	0	0	46
Computers and telecommunications	2,848	1,091	627	0	1,130	2,848	0	0	2,848
Library books	1,223	0	643	0	580	1,223	20	0	1,203
Total plant and equipment	7,669	1,358	4,532	0	1,779	7,669	20	0	7,649
Infrastructure									
Roads	4,409	661	3,095	0	653	4,409	2,050	0	2,359
Footpaths and cycle ways	3,112	387	2,285	0	440	3,112	200	0	2,912
Drainage	2,620	647	642	28	1,303	2,620	0	956	1,664
Recreational, leisure and community facilities	2,922	279	1,108	0	1,535	2,922	20	90	2,812
Waste management	190	0	190	0	0	190	0	0	190
Parks, open space and streetscapes	1,046	65	429	0	552	1,046	0	0	1,046
Off street car parks	436	245	97	0	94	436	0	0	436
Other infrastructure	2,912	226	1,397	35	1,254	2,912	0	0	2,912
Total infrastructure	17,647	2,510	9,242	63	5,831	17,647	2,270	1,046	14,331
Total capital works expenditure	31,092	4,131	16,899	438	9,624	31,092	2,790	1,221	27,081

Summary of planned Capital Works expenditure (cont'd)

For the year ending 30 June 2017

	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash
2017	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Land	70	70	0	0	0	70	0	0	70
Total land	70	70	0	0	0	70	0	0	70
Buildings and Building Improvements	5,729	417	2,832	350	2,130	5,729	0	175	5,554
Total buildings and building improvements	5,729	417	2,832	350	2,130	5,729	0	175	5,554
Total property	5,799	487	2,832	350	2,130	5,799	0	175	5,624
Plant and equipment									
Plant, machinery and equipment	3,619	252	3,256	0	111	3,619	0	40	3,579
Fixtures, fittings and furniture	46	0	46	0	0	46	0	0	46
Computers and telecommunications	2,200	612	719	0	869	2,200	0	0	2,200
Library books	1,265	0	665	0	600	1,265	20	0	1,245
Total plant and equipment	7,130	864	4,686	0	1,580	7,130	20	40	7,070
Infrastructure									
Roads	4,746	928	3,272	0	545	4,969	1,491	0	3,478
Footpaths and cycle ways	3,393	453	2,693	0	247	3,170	200	0	2,970
Drainage	2,570	168	1,233	36	1,133	2,570	0	400	2,170
Recreational, leisure and community facilities	2,749	34	1,268	0	1,447	2,749	20	94	2,635
Waste management	176	0	176	0	0	176	0	0	176
Parks, open space and streetscapes	842	0	304	0	538	5,092	0	0	5,092
Off street car parks	4,527	3,690	40	0	797	277	0	0	277
Other infrastructure	2,976	220	1,413	36	1,307	2,976	0	0	2,976
Total infrastructure	21,979	5,493	10,399	72	6,014	21,979	1,711	494	19,774
Total capital works expenditure	34,908	6,844	17,917	422	9,725	34,908	1,731	709	32,468

Summary of planned Capital Works expenditure (cont'd)

For the year ending 30 June 2018

	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2018									
Property									
Buildings and Building Improvements	5,016	430	2,155	0	2,431	5,016	0	0	5,016
Total buildings and building improvements	5,016	430	2,155	0	2,431	5,016	0	0	5,016
Total property	5,016	430	2,155	0	2,431	5,016	0	0	5,016
Plant and equipment									
Plant, machinery and equipment	3,966	293	3,637	0	36	3,966	0	0	3,966
Fixtures, fittings and furniture	46	0	46	0	0	46	0	0	46
Computers and telecommunications	1,800	43	705	0	1,052	1,800	0	0	1,800
Library books	1,308	0	688	0	620	1,308	20	0	1,288
Total plant and equipment	7,120	336	5,076	0	1,708	7,120	20	0	7,100
Infrastructure									
Roads	5,041	903	3,490	0	648	5,384	1,521	0	3,863
Footpaths and cycle ways	3,444	813	2,501	0	130	3,101	200	0	2,901
Drainage	2,815	173	1,200	36	1,406	2,815	0	400	2,415
Recreational, leisure and community facilities	3,887	34	1,459	0	2,393	3,887	20	100	3,767
Waste management	179	0	179	0	0	179	0	0	179
Parks, open space and streetscapes	1,359	0	352	0	1,008	5,809	0	0	5,809
Off street car parks	4,732	3,859	41	0	831	282	0	0	282
Other infrastructure	3,149	224	1,448	37	1,440	3,149	0	0	3,149
Total infrastructure	24,606	6,006	10,670	73	7,856	24,606	1,741	500	22,365
Total capital works expenditure	36,741	6,772	17,901	73	11,995	36,741	1,761	500	34,480

Summary of planned Capital Works expenditure (cont'd)

For the year ending 30 June 2019

	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash
2019	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Buildings and Building Improvements	6,671	467	2,831	0	3,373	6,671	0	0	6,671
Total buildings and building improvements	6,671	467	2,831	0	3,373	6,671	0	0	6,671
Total property	6,671	467	2,831	0	3,373	6,671	0	0	6,671
Plant and equipment									
Plant, machinery and equipment	4,483	237	4,132	0	113	4,483	0	40	4,443
Fixtures, fittings and furniture	49	0	49	0	0	49	0	0	49
Computers and telecommunications	1,601	45	600	0	956	1,601	0	0	1,601
Library books	1,350	0	710	0	640	1,350	20	0	1,330
Total plant and equipment	7,483	282	5,491	0	1,709	7,483	20	40	7,423
Infrastructure									
Roads	5,527	932	3,946	0	650	5,775	1,550	0	4,225
Footpaths and cycle ways	4,118	586	3,150	0	382	3,870	200	0	3,670
Drainage	3,093	137	1,596	27	1,333	3,093	0	400	2,693
Recreational, leisure and community facilities	3,189	34	1,486	0	1,667	3,189	20	96	3,073
Waste management	188	0	188	0	0	188	0	0	188
Parks, open space and streetscapes	1,587	0	1,283	0	304	1,587	0	0	1,587
Off street car parks	325	115	42	0	168	325	0	0	325
Other infrastructure	3,076	228	1,492	38	1,319	3,076	0	0	3,076
Total infrastructure	21,103	2,032	13,183	65	5,823	21,103	1,770	496	18,837
Total capital works expenditure	35,256	2,781	21,505	65	10,905	35,256	1,790	536	32,930

Summary of planned Human Resources expenditure

For the four years ending 30 June 2019

	2016 \$'000	2017 \$'000	2018 \$'000	2019 \$'000
Chief Executive				
Permanent Full time	4,315	4,465	4,621	4,782
Permanent Part time	1,598	1,654	1,711	1,771
Casual	160	166	171	177
Total	6,073	6,285	6,503	6,730
Corporate Services				
Permanent Full time	3,943	4,080	4,223	4,370
Permanent Part time	668	691	715	740
Total	4,611	4,771	4,938	5,110
Community Development & Services				
Permanent Full time	11,989	12,407	12,839	13,288
Permanent Part time	10,550	10,917	11,298	11,692
Casual	8,392	8,704	8,987	9,301
Total	30,931	32,028	33,124	34,281
City Development				
Permanent Full time	6,008	6,217	6,434	6,659
Permanent Part time	1,326	1,372	1,420	1,470
Casual	884	915	947	980
Total	8,218	8,504	8,801	9,109
Infrastructure				
Permanent Full time	15,978	16,515	17,112	17,708
Permanent Part time	515	533	552	571
Casual	687	711	736	761
Total	17,180	17,759	18,400	19,040
Total Staff expenditure	67,013	69,347	71,766	74,270

Summary of planned Human Resources expenditure (cont'd)

For the four years ending 30 June 2019

	2016	2017	2018	2019
	\$'000	\$'000	\$'000	\$'000
	FTE	FTE	FTE	FTE
Chief Executive				
Permanent Full time	27.0	27.0	27.0	27.0
Permanent Part time	10.0	10.0	10.0	10.0
Casual	1.0	1.0	1.0	1.0
Total	38.0	38.0	38.0	38.0
Corporate Services				
Permanent Full time	47.2	47.2	47.2	47.2
Permanent Part time	8.0	8.0	8.0	8.0
Total	55.2	55.2	55.2	55.2
Community Development & Services				
Permanent Full time	150.0	150.0	150.0	150.0
Permanent Part time	132.0	132.0	132.0	132.0
Casual	105.0	105.0	105.0	105.0
Total	387.0	387.0	387.0	387.0
City Development				
Permanent Full time	68.0	68.0	68.0	68.0
Permanent Part time	15.0	15.0	15.0	15.0
Casual	10.0	10.0	10.0	10.0
Total	93.0	93.0	93.0	93.0
Infrastructure				
Permanent Full time	186.0	186.0	186.0	186.0
Permanent Part time	6.0	6.0	6.0	6.0
Casual	8.0	8.0	8.0	8.0
Total	200.0	200.0	200.0	200.0
Total Staff numbers	773.2	773.2	773.2	773.2



CITY OF
MONASH

Monash Civic Centre

293 Springvale Road
Glen Waverley, 3150
Hours: 8.30am to 5pm
Monday to Friday

Oakleigh Service Centre

3 Atherton Road
Oakleigh, 3166
Hours: 8.45am to 5pm
Monday to Friday

Telephone	Facsimile
9518 3555	9518 3444

National Relay Service
(for the hearing and speech impaired)
1800 555 660

mail@monash.vic.gov.au
www.monash.vic.gov.au



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