



CONTEXT DOCUMENT

October 2021

This document provides a background of the City of Monash and deliberative engagement information that supports the Monash Council Community Vision, Council Plan, Financial Plan, Asset Plan, and other Plans and documents.



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.



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Purpose

The information in this document provides the background information that supports the Community Vision, Council Plan, Financial Plan, Asset Plan, and other plans and documents.

Consolidating the information that is consistent across all plans removes duplication and enables the plans to focus on so that it is plan-specific information.

Mayor's Message

On behalf of my fellow Councillors, I am pleased to launch Monash Council's integrated plans that set the strategic direction and priorities for our four-year council term. The Community Vision, Council Plan, Financial Plan and Asset Plan were endorsed at the 26 October 2021 Council Meeting and were created through our considerable Monash 2040 community engagement processes.

Council undertook a range of community engagement activities over a six-month timeframe, to enable both broad and in-depth community input. With over 1,300 of our community members contributing to the development of the Community Vision, we have confidence that the Council, Financial and Asset Plans reflect our community's expectations for a Monash of the future.

Our community told us the many things that are important to them, including a sustainable future, addressing climate change, reducing greenhouse gases and the heat-island effect. Our tree lined streets, parks, bushland, and gardens are considered the 'heart' of Monash and are highly valued. The community is keen for bike and pedestrian paths to be expanded, and public transport to be improved. Our community values the wide range of quality services and places available locally. We are proud of our diverse and friendly community, and keen to be involved. Also, transparency of decision-making and financial sustainability rate highly.

Six themes for our community vision emerged through the process:

- A Sustainable Future
- A Green and Leafy City
- Easy to Get Around
- Services in My Neighbourhood
- A Strong Sense of Community
- An Engaged Community.

The Council Plan is a critical document that guides the direction of Council from 2021–2025. Our Mission for these four years is that:

Monash City 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 citizens and research to ensure good decision making.

What this work demonstrates to you, our community, is that Council is well placed to make a direct difference in the lives of the people who live, work, and visit Monash.

The focus for Monash Councillors, Executive and staff is to continue to improve and prosper the city for the future, and we have in place the plans and strategic objectives to deliver on this commitment. Monash is a wonderful place to live, work and play and the future of the municipality is in good hands.



Brian Little
Mayor



CEO Comment

I am pleased to share with you the four plans that will guide Monash Council in the future, starting from 2021. The Community Vision, Council Plan, Financial Plan and Asset Plan were developed through a process of deliberative community members engagement where we listened to the community about what they imagined for Monash in 2040, and how to make it happen.

Adopting a Community Vision and integrated plans are key requirements under the *Local Government Act*, and in meeting these requirements our focus is on enhancing transparency, accountability, and service delivery.

Monash's Community Vision reflects the goals and aspirations our community members hold for our municipality, today and towards 2040. It was created over a six-month period and through a range of consultation activities, with more than 1,300 people contributing along the way. The longer-term Vision informs our four-year Council Plan and our 10-year Asset and Financial Plans.

The Council Plan is our medium-term strategic document that guides our activities and planning over the current four-year Council term (2021-2025). The Council Plan includes four strategic objectives we will strive to meet: Sustainable City; Inclusive Services; Enhanced Places; and Good Governance. Each strategic objective has strategies, priority projects and strategic indicators. The indicators are important because they help us to track and report on our progress towards achieving the strategic objectives and delivery of the strategies.

In planning for the longer-term, our Financial and Asset Plans include projections over their 10-year timeframes. The projections may be adjusted as we respond to various external and internal influences and changes.

Launching these plans at this time in our history, with the challenges we are facing locally, there is much to consider as the world is impacted and responds to the COVID-19 pandemic.



I am enormously proud of the resilience and determination shown by our community and Council staff since the outbreak of the pandemic. The restrictions have affected and challenged all of us in some way. Many of us have been personally touched by the virus and there are still obstacles we face in the future as we work towards recovery.

Monash Councillors, the Executive Leadership Team and our hardworking staff remain committed to our community and the future of your municipality. These key plans will guide us in our daily activities and planning for the days ahead.

Together, we have created plans that detail our vision, purpose and where we are headed. It's an exciting time and I look forward to us working together on making these objectives a reality.



Andi Diamond
CEO

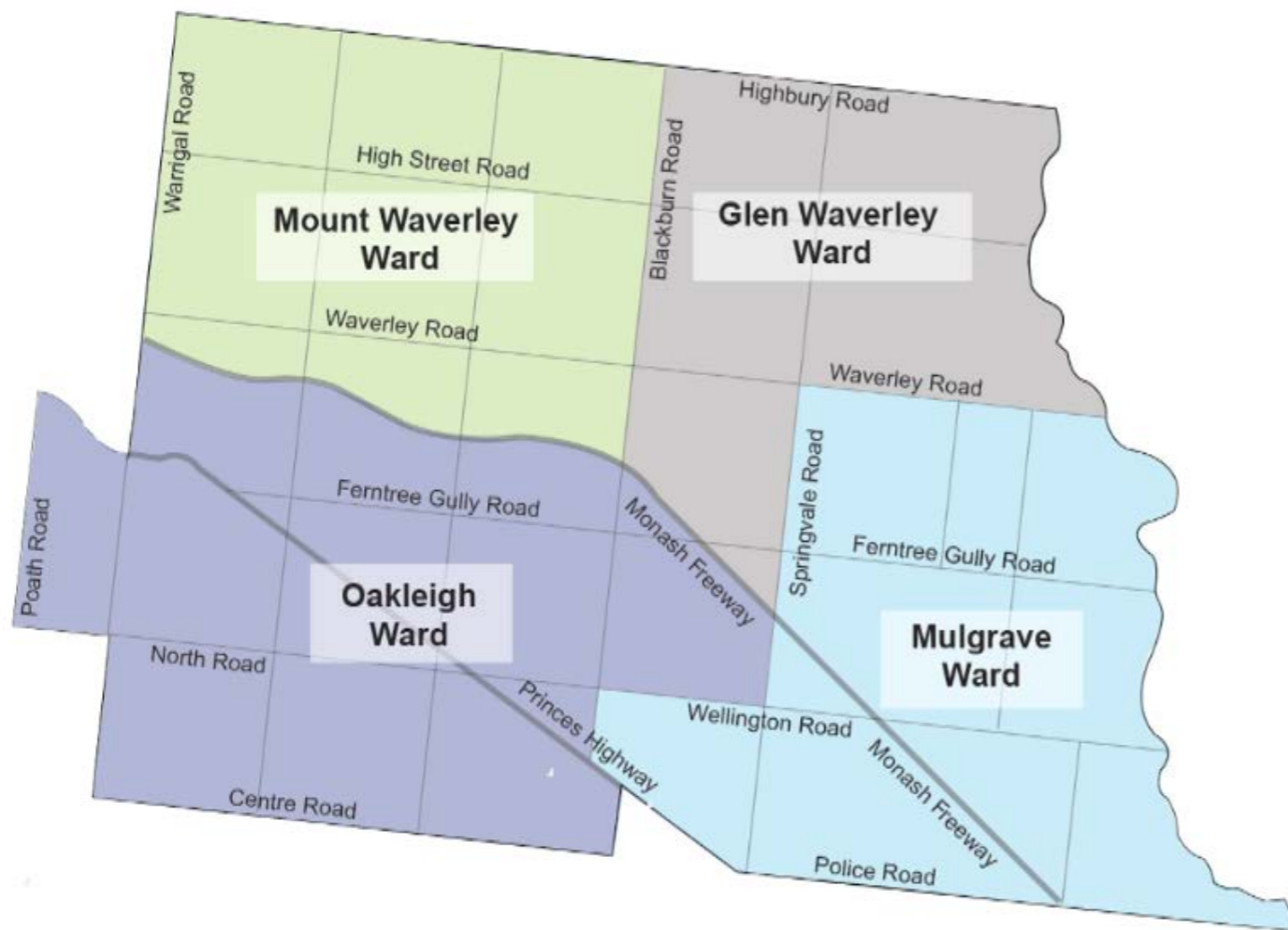
City of Monash

The City of Monash is a culturally diverse community in Melbourne's southeast suburbs.

We are home to an estimated population of around 205,000 residents (30 June 2020), making us the seventh most populous municipality in Victoria. Monash's population increased by 2,040 residents in the year to 2020, the 11th largest increase across Victoria's 79 municipalities.

Monash Municipality

The municipality includes the following suburbs: Ashwood, Clayton, Glen Waverley, Hughesdale, Huntingdale, Mount Waverley, Mulgrave, Notting Hill, Oakleigh, Oakleigh East, Wheelers Hill, and Chadstone, as well as parts of Burwood and Oakleigh South.



Councillors

Glen Waverley Ward



Cr Geoff Lake
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Geoff.Lake@monash.vic.gov.au



Cr Nicky Luo
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Mount Waverley Ward



Cr Anjalee de Silva
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**Cr Brian Little
Mayor**
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Cr Rebecca Paterson
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Mulgrave Ward



Cr Paul Klisaris
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**Cr Shane McCluskey
Deputy Mayor**
0466 345 406
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Cr Tina Samardzija
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Oakleigh Ward



Cr Josh Fergeus
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Cr Stuart James
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Cr Theo Zographos
0430 316 911
Theo.Zographos@monash.vic.gov.au



Monash Council

Monash is one of Victoria's leading councils, servicing a large and established community. Council provides a wide range of services to residents, businesses and visitors, including:

- Civic infrastructure and community buildings
- Libraries, arts and cultural events
- Recreation and aquatic centres
- Playgrounds, parks, sports grounds and bushland reserves
- Children, youth and family services
- Aged and community care services
- Community development and capacity building programs
- Health promotion initiatives
- Sports club development
- Economic development
- Planning and building permits
- Local laws, food inspections and crossing supervisors
- Street cleaning

Council manages around \$2.6 billion in assets to support these services, including:

- 313 buildings
- 148 public playgrounds
- 70 sports grounds
- 748 km of local roads
- 1,462 km of on-road pedestrian footpaths and 48 km of off-road shared and pedestrian paths
- 1,192 km of underground stormwater pipes and 46,015 stormwater pits.



Key insights:

Capital Works Program: \$43 million in 2020/21

Services: \$183 million expenditure in 2020/21

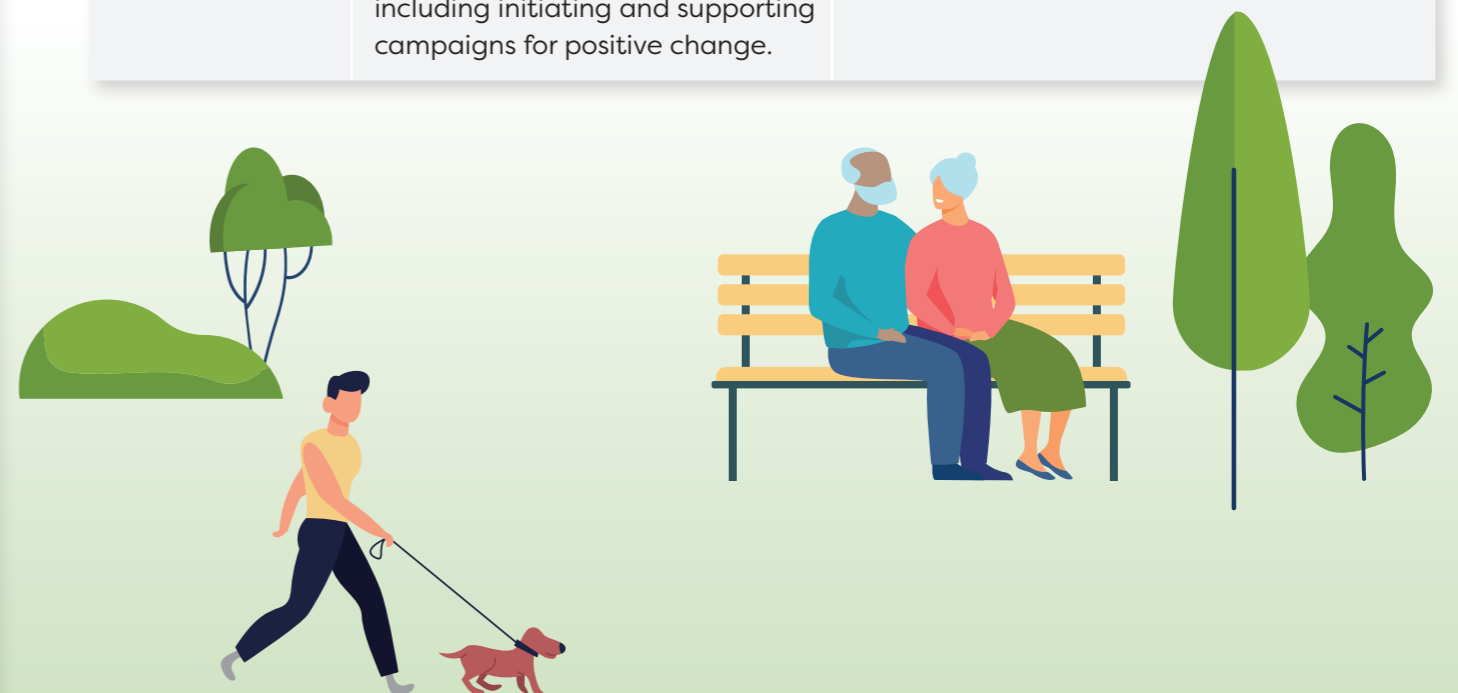
More information about the City and Council, including the Annual Budget and Annual Report, can be found at www.monash.vic.gov.au

Roles of Council

Council has different roles in helping deliver Monash-wide services, facilities and assets.

The roles are outlined in the following table.

| Role | Explanation | Example of role |
|----------|--|---|
| Provide | Offer a range of services, supports, facilities and infrastructure, to individuals and groups. | Maternal Child Health services, libraries, immunisation, recreation and leisure centres, community centres and halls, waste management. |
| Educate | Share information, raise awareness and develop knowledge and skills to empower individuals and groups. | Environmental sustainability, recycling, small business support. |
| Regulate | Provide governance and regulatory controls such as local laws, land use planning, health and building controls. | Animal management, health inspections, building inspections, statutory planning. |
| Partner | Develop formal and informal trusted relationships and alliances, working with others to achieve common goals. | Neighbourhood Houses, sports, health and wellbeing, community grants, festivals. |
| Advocate | Raise awareness in State and Federal Governments and other stakeholders of the issues and needs of Monash citizens, including initiating and supporting campaigns for positive change. | Successful advocacy for a headspace centre located in Monash, campaign for homelessness support and social housing. |



Legislative context – Strategic Integrated Planning and Reporting

The *Local Government Act 2020* requires that Councils adopt an integrated approach to planning, monitoring and performance reporting. It involves the development of a Community Vision and the key plans – Council Plan, Financial Plan and Asset Plan, informed by deliberative community engagement. The other plans and strategies are informed by these key documents

COMMUNITY VISION MONASH 2040



Imagine Monash in 2040

Imagine Monash in 2040 was a project undertaken in 2021 to develop Monash’s integrated and strategic plans, the Community Vision, Council Plan, Financial Plan and Asset Plan. The Plans are structured together, with a consolidated ‘introduction’ section common to all plans. The following section, Monash Integrated Planning Project - Engagement Process, further explains the engagement process that was undertaken.

Monash Integrated Planning Project Engagement Process

Monash Council undertook the Integrated Planning Project to develop the newly elected Council’s strategic direction and priorities its term. This project also needed to comply with the *Local Government Act 2020* requirements for Council to adopt a Community Vision (Section 88), Council Plan (S90), Financial Plan (S91) and Asset Plan (S92) that were informed by deliberative community engagement.

PROCESS TIMELINE



Community engagement was approached as a multi-layered activity to ensure broad, as well as in-depth, community input. Contributions from each step informed the next activity. The initial engagement was focused more on the aspirations and vision, with later stages looking at what was important and how Council would implement this.

Originally officers had planned to engage the community face to face through community events and activities, however the COVID-19 pandemic and subsequent lockdowns and restrictions made this unrealistic to deliver.

| Method | Survey |
|-----------------|--|
| How it operated | <p>Five questions: three open ended, two ranking 10 issues.</p> <p>Focus: what you liked about Monash, how you want it to be in 2040, what Council should do to achieve this.</p> <p>Annual Community Satisfaction Survey (ACSS): phone survey, March-April 2021, demographically representative of Monash.</p> <p>Imagine Monash in 2040 Shape Monash survey that was open between 24 March - 31 May 2021</p> |
| Outputs | <p>ACSS 800 respondents and online survey 245 respondents.</p> <p>Ability to compare results across two samples.</p> <p>Survey Summary Report.</p> |
| Outcomes | <p>Largely consistent themes in both samples, thus greater confidence that the survey reflects the general community’s views.</p> <p>Rich commentary to share with next engagement stages.</p> |

The initial consultation comprised a five-question survey included in Monash's Annual Community Satisfaction Survey (CSS) where 800 residents selected at random provided feedback during March and April. It was also available online and promoted through Council newsletters, the Monash Bulletin, Council's website, the Monash Community Panel, and Monash libraries. The CSS ensured a representative response, closely matching the demographic diversity of Monash. The online CSS survey enabled those more interested in Council's governance to contribute.

| Method | Advisory Committees |
|------------------------|--|
| How it operated | Presented emerging themes at seven Advisory Committee meetings between May and June 2021 ¹ . Asked if these resonated with the group, and if there was anything missing. |
| Outputs | Discussion notes. Advisory Committee Summary Report. |
| Outcomes | Discussion among a diverse range of Monash community members on what they value. They could reflect on what others said and find shared experiences. |

The emerging themes from the survey were then presented to Monash's seven Advisory Committees to test that these themes resonated. Committee members were asked if there was anything else that needed to be considered.

Lastly, a group of residents were brought together to form the Imagine Monash Panel. Members were recruited through an Expression of Interest process drawn from the larger Community Panel as well as members of Council's Advisory Committees. The Imagine Monash Panel reviewed the emerging themes, spoke to family, friends and neighbours on their vision for Monash and discussed key issues with Council officers to develop their own vision statements, principles and goals to inform the integrated plans.

| Method | Imagine Monash Panel |
|------------------------|---|
| How it operated | Through an Expression of Interest process, 33 members of the Imagine Monash Panel were recruited from over 200 Monash Community Panel members. Of those, 23 contributed in at least two sessions. The Imagine Monash Panel met online four times between May and June. |
| Outputs | Vision statements, principles and goals. Deliberative Engagement Summary Report. Capire Consulting report on Imagine Monash Panel. |
| Outcomes | The Imagine Monash Panel provided Council with guidance on community aspirations and how Council should work to achieve these. This guidance was reached through considering the issues facing the Council and community, emerging themes from the early consultation and discussion within the Panel meetings. |

¹ Monash's Advisory Committees: Environmental Advisory Committee; LGBTIQ+ Advisory Committee; Gender Equity Advisory Committee; Youth Committee; Multicultural Advisory Committee; Disability Advisory Committee; Positive Ageing Reference Group



Themes

Broadly speaking, the themes that emerged from the early consultation with the Advisory Committees and through the Imagine Monash Panel can be summarised as:

- Open space
- Development
- Access to services and places that matter
- Monash community
- Traffic
- Biodiversity, climate change and waste, and
- Inclusion.

These have been woven into the Community Vision and the Council Plan.



Community Vision

The *Local Government Act 2020* requires councils to develop a community vision covering a minimum 10 years. Our Community Vision has a horizon of 2040.

This aspirational document was developed by our community, for our community, through the Integrated Planning Project and Imagine Monash engagement processes.

It has a whole of Monash perspective encompassing residents, traders, businesses, major institutions and visitors.

The Community Vision has six themes:

- A sustainable future
- A green and leafy city
- Easy to get around
- Services in my neighbourhood
- A strong sense of community
- An engaged community.

Each theme has one or more principle. These relate to important considerations for decision-making processes. They will help to maintain the valued aspects and achieve desired outcomes for Monash over the years to 2040. These principles are not comprehensive nor extensive. There are other important considerations that were expressed during the engagement processes and some of these are quoted under each theme. The quotes and principles listed capture a broad scope of ideas and concerns that formed each theme.

These themes and principles, and the Community Vision in total, will inform future Council Plans, Financial Plans, Asset Plans and other key plans during its lifetime.



Council Plan

Council's medium-term strategic direction is set out in the Council Plan. The Council Plan is a requirement of the *Local Government Act 2020*, and a new Council Plan must be established following each general election.

The Council Plan articulates Council's commitments during the elected Councillors' four-year term, including the strategic direction during this time-frame. We refer to the strategic direction as the Mission Statement.

The Council Plan includes strategic objectives, strategies and indicators that will guide Council toward achieving its strategic direction. Aspects of the Council Plan, such as strategic indicators, may be revised to better monitor changes to the operating environment, or changes to service delivery for our community.

The Council Plan 2021-2025 has four strategic objectives, and 20 underlying strategies respond to the Community Vision's six themes and its underlying principles and statements (see diagram below).

The following diagram shows how the Community Vision themes lead into the Council Plan and its Strategic Objectives.



Financial Plan

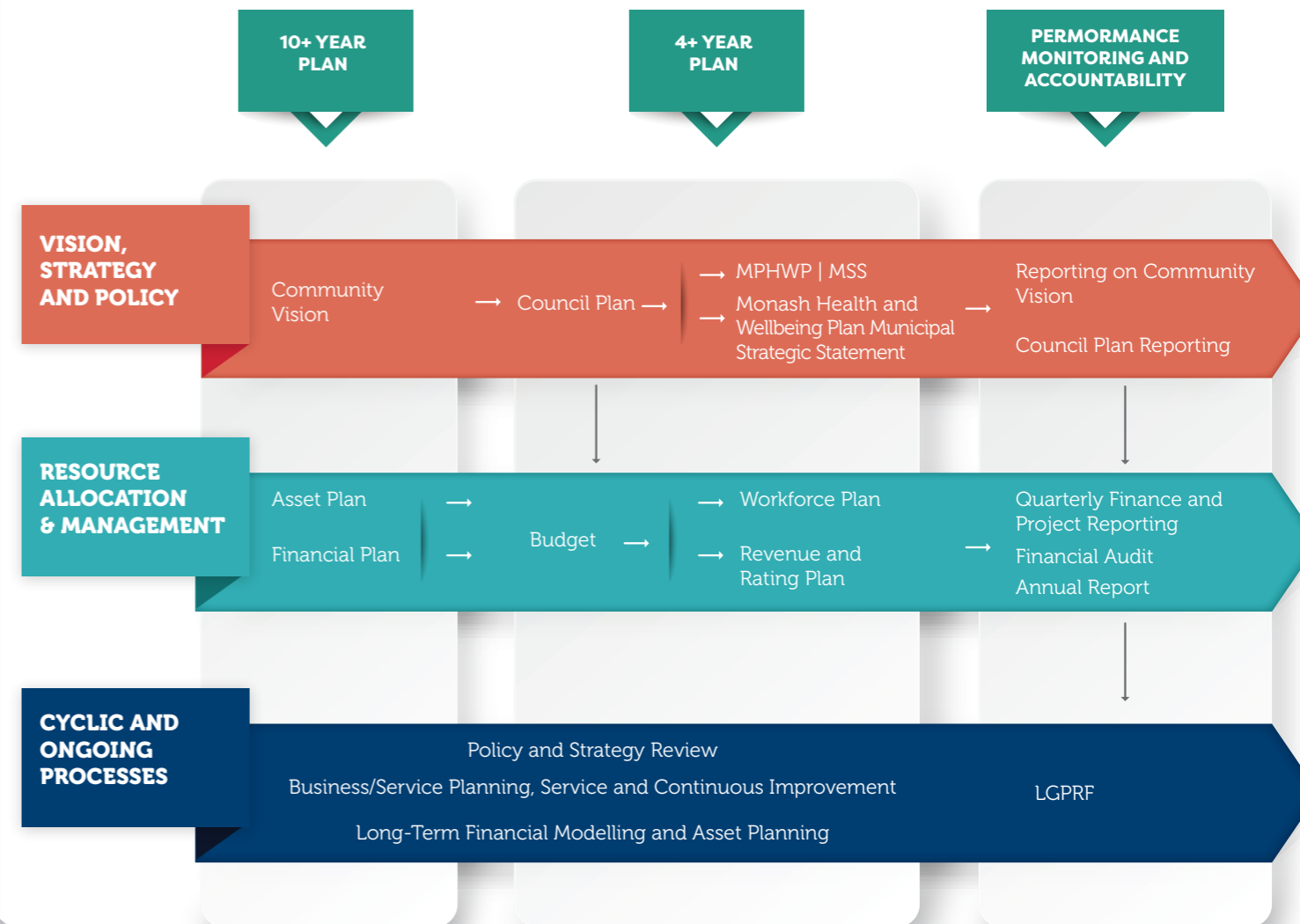
As required by the *Local Government Act 2020*, Council must develop a Financial Plan for a minimum 10-year period following each Council election. Monash Council's Financial Plan covers the financial period 2021/22 to 2030/31.

The Financial Plan sets the framework for Council's longer-term financial decision-making. It describes how revenue is generated, the use of reserves and capital investment allocations and the borrowing strategy.

Our Financial Plan places us in a financially sustainable position in the long term, while addressing the aspirations of the Community Vision, priorities of the Council Plan, and alignment with the Asset Plan.

With a 10-year financial outlook, Council has ensured the financial capacity to run programs, deliver services, and maintain infrastructure assets.

The below table demonstrates how each element might inform or be informed by other parts of the integrated framework.

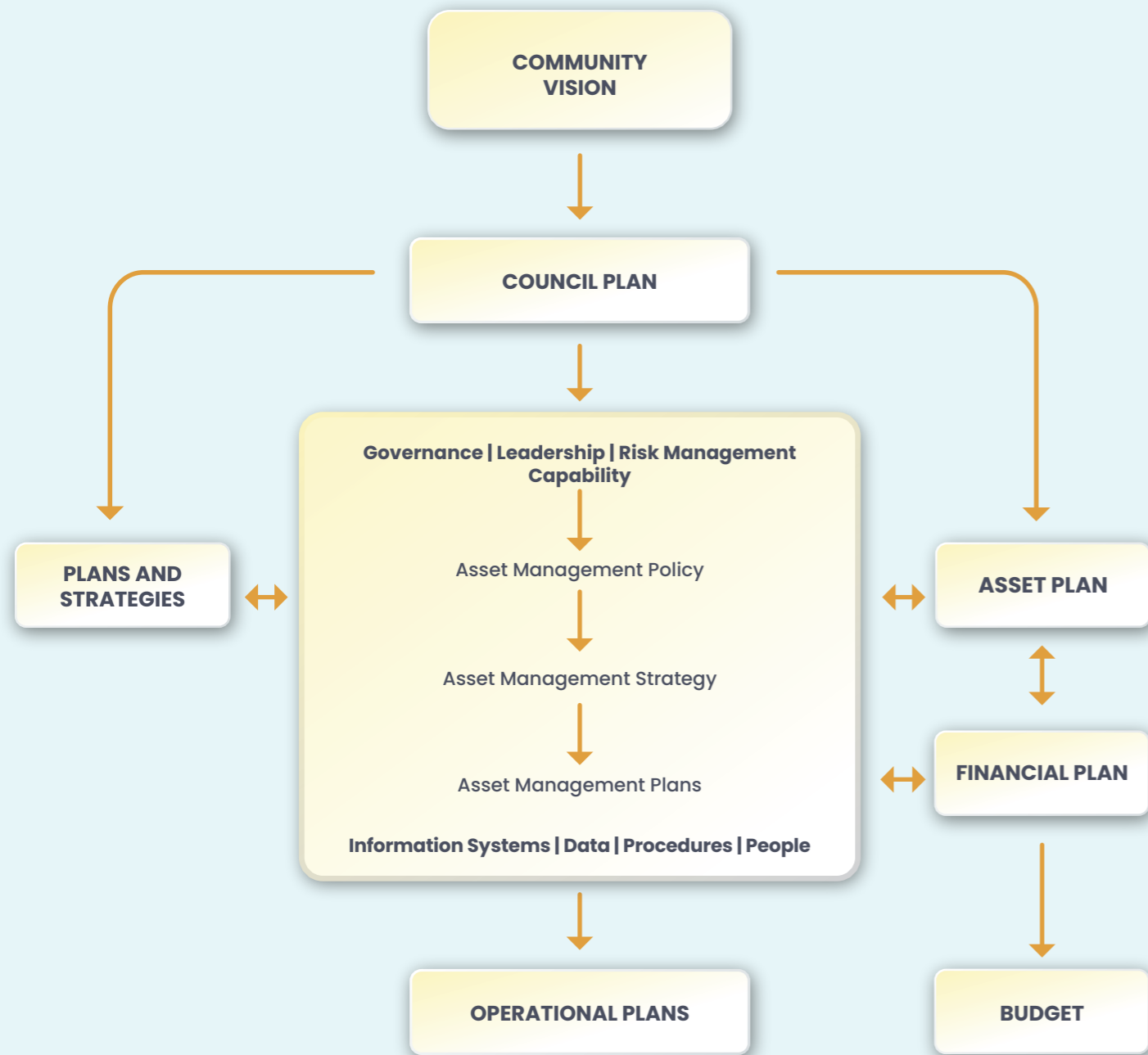


Asset Plan

The Local Government Act 2020 requires each council to develop an Asset Plan for a minimum 10-year period, by 30 June 2022. Council has elected to align the endorsement of the Asset Plan with the Financial and Council Plans by 31 October 2021 to enable improved alignment and integration between the plans.

With a scope of 10 years, the Asset Plan documents information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset.

The following diagram shows the Strategic Asset Management Framework and how the Asset Plan integrates with Council's other key strategic documents.



Council's portfolio of assets exists to enable provision of a broad range of services for community benefit. Council's ability to effectively manage the asset portfolio therefore impacts the quality of services experienced by the community. The following figures demonstrate the services that Council assets support.





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

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| 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 |

