



5

Strategic Objective

Our People and Organisation

An organisation that is responsive to the evolving needs of the community.

An organisation that is responsibly governed with a strong emphasis on astute financial management.

An organisation that values and supports the development of its people, and strives to be an employer of choice.

5.1 Finance and governance

BUSINESS PLANNING

Council takes an integrated approach to planning and reporting on its performance, which means there is consistency and alignment of plans so Council can work towards long-term goals through its ongoing decision-making and operations. This approach also builds in opportunities for review and renewal to ensure Council is responding to what the community is saying and to shifts in the external environment.

MONASH 2021 – A THRIVING COMMUNITY



The strategy articulates Council’s vision of ‘**a thriving community**’. It contains four major focus areas to achieve that vision and future priorities to deliver the vision:

- A fair and healthy community
- A planned and connected city
- An inclusive and safe community
- A green and naturally-rich city.

Six key principles were determined during the consultation process that applied across all focus areas. They support the four major focus areas and underpin the strategy. These are:

- Sustainability
- Fiscal responsibility
- Engagement
- Leadership
- Advocacy
- Accountability.

The focus areas and principles will enable Council to place greater emphasis in future Council Plans on future priorities supported by the community. Overall a total of 546 members of the community, plus Monash Councillors and 50 staff have provided feedback on the development of the strategy. This level of community involvement has ensured that Monash 2021 ‘**a thriving community**’ represents key focus areas supported by the community.

COUNCIL PLAN 2009 - 2013 (2012 UPDATE)

In 2009, Council undertook a major review of the Council Plan for the four year term of Council and conducted annual reviews during this time to ensure consistency with its five key objectives:

- Our community
- Our local economy
- Our built environment
- Our natural environment and
- Our people and organisation

ANNUAL BUSINESS PLAN

The Annual Business Plan is developed as an internal document designed to ensure that the short term focus of Council is on achievement of the objectives set out in the four-year Council Plan. Annually, a number of Key Strategic Activities (KSA) are developed. The KSA's are audited and verified by the State Government's Auditor General's Department (see page 74) as part of the annual external audit.

STRATEGIC RESOURCE PLAN

The Council Plan includes a Strategic Resource Plan that identifies the financial and other resources required to achieve the objectives set out in the Council Plan for the next four years and ensure the long-term financial stability and viability of the City.

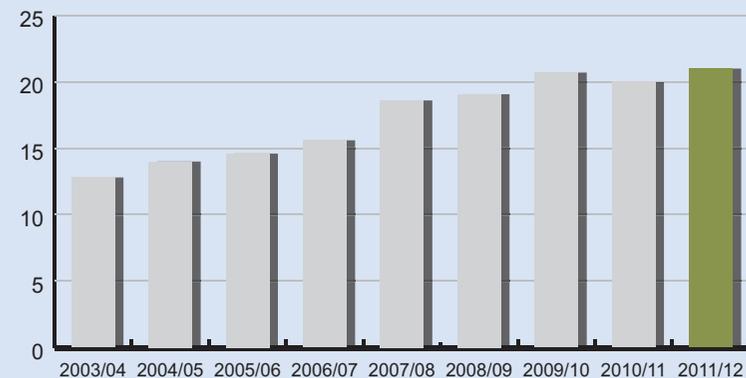
Key objectives include a four-year operating and capital works expenditure program and associated rating and revenue strategies to ensure Council's strong financial position is maintained along with a modest debt level at \$15M.

FINANCIAL PERFORMANCE

Council's overall Financial Performance compared to 2010-11 has improved considerably showing a surplus of \$8.8M (\$7.2M deficit in 10-11) despite Council recognising a liability for the payment of the LASF (Local Authorities Superannuation Fund) unfunded liability (\$12.3M) as required by the Vision Super Board under legislation to fully fund Defined Benefits Superannuation Schemes. The surplus includes an unbudgeted asset revaluation amount of \$13.3M and Developer Contributions of \$5.9M as well as additional income received from Grant funding received in advance (\$1.4M), Operational Subsidy and Child Care Benefit income (\$880k) and User Charges (\$1.6M).

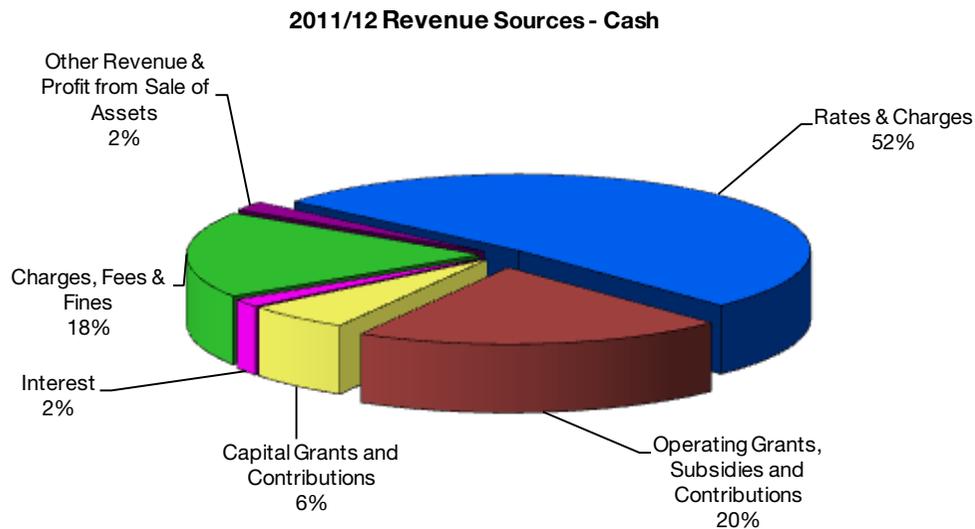
In 2011-12, Council provided \$21.1M (2010-11 \$20.1M) from recurrent revenue sources for its Base Capital Works program. As the chart below indicates, the funding allocation for this program has increased markedly since 2010-11 as the annual ongoing requirements to maintain the City's existing infrastructure have become, through the development of Asset Management Plans (AMPs), more clearly identified and quantified. While the difference between annual depreciation and the base capital works program is not considered material given the current age and condition of Council assets, the continuing development of Asset Management Plans for each category of community asset will ensure funding allocations more closely align with the renewal requirements of the City's infrastructure.

Base Capital Works Budget



REVENUE

Total Revenue from Ordinary Activities for the year was \$158M, including \$6.1M of non-cash developer contributions as well as \$3.8M cash contributions. Rate revenue increased by 6 % in 2011-12 with an additional 1% from supplementary rating income. Fees and Charges revenue increase of 10.7% predominantly due to increased take up of Learn to Swim, group fitness and facility hire at Monash recreation centres. Interest revenue was lower than budgeted due to a decline in investment rates. A breakdown of (cash) revenue sources is shown below.



Monash Council had the lowest levels of rates amongst its neighbours with a 6% increase in rates for the 2011-12 year.

EXPENSES

Total expenditure for the 2011-12 financial year was \$162.5M, \$17.4M (12%) higher than budgeted. This increase predominantly relates to recognition of the unbudgeted LASF Defined Benefit unfunded liability amount (\$12.3M). Increased expenditure is also offset by matched increases in charges, fees and fines income.

Additional expenditure was also incurred as an offset to income received where service levels increased at Recreation Centres and for Home & Community Care programs. Other additional expenditure was incurred in the areas of drainage (to address storm damage related issues), tree and grass maintenance due to wet weather conditions, path rehabilitation and routine building maintenance.

Expenditure funded from the Capital Works budget but transferred back to operations in the Annual Accounts (not meeting the strict accounting classification of an asset eg. street trees) was 36% higher than anticipated (even though the overall capital program was within budget).

CASH

Council plans for a favourable net cash inflow from operating activities to provide funds for both the day-to-day operations, as well as for its capital works program. The net cash inflow from operating activities for 2011-12 was \$27.5M (2010/11 \$18.8M). Council's cash position at June 30, 2012 was \$45.154M, an increase of \$2.3M from the prior year end, whilst ensuring its cash investment policy was maintained.

Council is statutorily required to retain cash reserves to cover drainage, carparking and public open space reserves (which provide a source of funds for eligible capital projects only) as well as to cover committed funds such as long service leave entitlements.

In June 2006, Council established a discretionary reserve to provide a source of funds to meet future maintenance and upgrade requirements at Council's Residential Care Facilities.

This Year in Monash...

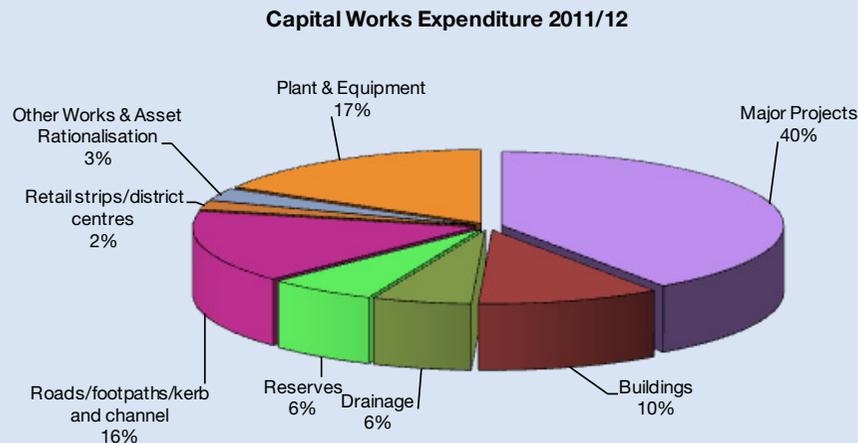
we had the lowest average rates in metropolitan Melbourne

CAPITAL SPENDING

Council spent \$35.4M on capital works during 2011-12 (completing 85.64% of the budgeted program for Base and New Capital Works as per the Key Strategic Activity KSA 1). The balance of funds for incomplete projects will be carried forward into 2012-13. The chart below demonstrates Council's continued commitment to the maintenance and upgrade of existing infrastructure, as well as the development of new facilities identified to meet community needs.

Key aspects of the capital works program include a comprehensive plan for local roads, drains, footpaths, bike paths, facilities, parks and reserves.

Major Projects was the largest component of the capital works program in 2011-12 with the finalisation of the Euneva Avenue Carpark at \$13M,



and commencement of the Central Reserve Northern Pavilion \$.676M. The second largest proportion of expenditure was on Plant and Equipment (\$4.7M) with \$1.7M spent on Plant and Light Fleet replacement, \$1M spent on Library books and \$1M on replacement and upgrade of computers and IT related items. Roadworks (\$5.6M) also contributed significantly to Capital expenditure with \$2.6M spent on Local Roads and \$.9M spent on footpath replacement.



CONTINUOUS IMPROVEMENT

The City of Monash has adopted a business planning and continuous improvement framework to replace the regulated aspects of the Best Value Legislation. The framework was adopted as an integrated approach to service improvement across Council.

A department's service unit's functions and improvement initiatives are documented annually in a Service Operational Plan. The best value principles below underpin all of Council's service provision.

- Consult with the community
- Respond to community needs
- Be accessible
- Set quality and cost standards
- Measure performance
- Continuously improve
- Report transparently on an annual basis to the community.

Council has an obligation under the Best Value legislation to report to the community on service performance.



COMMUNITY SURVEYS

The Department of Planning and Community Development conducted its Annual Community Satisfaction Survey for the fifteenth successive year to measure Victorian residents' perceptions about the performance of their council. An independent research group conducted this State-wide survey during May and June in 2012.

Results of the Monash Community Satisfaction Survey were received on 17 July 2012. Monash achieved a higher score than the State-wide benchmark, on 4 of the 5 core indicators, and a higher score than the Inner Metropolitan Group benchmark on three of the five core indicators. Due to a change by DPCD in the survey content and methodology, this year's results cannot be compared to previous years.



INFORMATION TECHNOLOGY

The Information Technology department supports over 700 computing devices across a network of over 30 Council venues. During the last year, this network supported Council's operations with a very high level of availability. Specific activities completed in the previous year were:

- Updating Council's Financial and Property systems
- Implementation of phase one of a staff rostering system
- Initiation of an upgrade to the Home and Community Care Management System.

The Information Technology Strategy will continue to be implemented. Projects planned to be undertaken in the next year include:

- Expansion of Council's on-line presence
- Implementation of a new membership system at Council recreation centres
- Implementation of a new procurement system.



AUDIT COMMITTEE 2011-2012

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

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

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

- Effective internal and external financial reporting

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

The Audit Committee consists of five members, two Councillors (plus one alternate member) and three independent members. Councillor members are appointed annually and independent members are appointed through a recruitment process for a term of three years. The Chairperson is an independent member. The Audit Committee was expanded to three independent members in 2011/12 as a result of the review of the Charter and Terms of Reference and adoption by the Council of the recommended amendments. Mr Michael Ulbrick was appointed to the third position on the committee in May 2011. The members are;

- Cr Stefanie Perri (Mayor) appointed December 2011
- Cr Jieh-Yung Lo appointed December 2011
- Cr Denise McGill (alternate)
- Cr Greg Male (July 2011 – November 2011)
- Cr Micaela Drieberg (July 2011 – November 2011)
- Mr Mark Hamill (Chair) appointed in April 2006, reappointed 2009, appointed Chairperson 2011
- Mr Jeff Webb appointed in April 2007, reappointed in 2010
- Mr Michael Ulbrick appointed in May 2011

The Chief Executive Officer, Director Corporate Planning & Finance, Manager Finance Services and Internal Auditor (appointed by contract) attend all meetings by invitation of the Committee. The External Auditor attended meetings to present the external audit plan and the statutory audit for the 2010/11 Financial, Standard and Performance Statements. The Audit Committee also met with the internal and external auditors without the presence of management to discuss issues of relevant interest in accordance with the Audit Committee Charter and Terms of Reference.

The Audit Committee met five times during the 2011/12 financial year. The following reviews were conducted in accordance with the adopted Risk Assessment and Internal Audit program:

- Capital Works – Oakleigh Recreation Centre Project Post-Completion
- Community Grants Management
- Occupational Health & Safety
- Asset Management
- Cash Collection & Payment Processing (Oakleigh Recreation Centre, Clayton Aquatics & Health Centre, Glen Waverley and Clayton Libraries)
- Fleet Management
- Rates Invoicing & Collection
- Capital Works – Euneva Avenue Car Park & Community Health Facility
- Financial Transaction Analysis

In addition to the review of internal and external audit matters during 2011/12 the Audit Committee reviewed the following:

- Charter & Terms of Reference
- VAGO Performance Audits
 - » Business Planning for Major Capital Works and Recurrent Services in Local Government
 - » Compliance with Building Permits
- Self-assessment of the Audit Committee
- Risk Management Strategy implementation

The Chairperson, Mark Hamill met with Council in August 2011 to brief the Council on current issues and performance of the Audit Committee. Mr Hamill advised that the Audit Committee was functioning well, and that Management's response and engagement with the Internal and External Auditors was of a high level. Significant improvements had been made in content and reporting from the Internal Auditor through an agreed process of continuous improvement, and development of an annual work plan, by Management for the conduct of Audit Committee meetings.

Council's **internal auditor**, PricewaterhouseCoopers (PwC) were re-appointed by Council following a competitive tendering process for a three-year period (July 2011 to June 2014). On appointment, PwC performed a risk assessment of Council's operations and prepared a three-year internal audit program, for recommendation by the Audit Committee which was adopted by Council on 27 September 2011.

The **external auditor** is the Victorian Auditor General who appointed the accounting firm, HLB Mann Judd to conduct the annual statutory audit on his behalf.

The Audit Committee reviewed the 2010/11 Annual Financial, Standard and Performance Statements and responses prepared by management for matters raised in the annual statutory audit, the audit risk plan reviews and monitored the progress of management in implementing agreed actions.





RISK MANAGEMENT

Risk management practises throughout the organisation are continually being embedded into the culture at all levels of the organisation. Identified Corporate Risks and Controls are being reviewed on a quarterly basis by all Managers' and Directors and recorded in the Corporate Information Database. The next 12 months will see a renewal of these Corporate Risks and the effectiveness of the Controls. This renewal will be supported by further awareness training for staff.



FREEDOM OF INFORMATION

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

Although the Act specifies an application fee and a schedule of charges for administration and copying costs, Council encourages free access to any information/documents, which would normally be publicly available.

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

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

All Freedom of Information applications must be forwarded to the delegated Authorised Officer, currently the Coordinator Civic & Governance.

All formal applications are required to be made in writing, setting out the information required, and be accompanied by the appropriate application fee.

The Act requires the determination on a request should be made within 45 days from the date that the application is received by Council.

In the past financial year:

FOI applications received	19
FOI applications responded to within statutory timeframe	19
Access Granted	19
Access Denied	0
Internal Review	0
Appeal to VCAT	0



DECISION MAKING POWERS

The Local Government Act 1989 confers on Council the power to do all things necessary or convenient to be done for or in connection with the performance of its functions and to enable it to achieve its purposes and objectives. Acts such as the Health & Wellbeing Act, Planning and Environment Act and numerous other Acts also confer specific powers on Council.

This Year in Monash...

We removed 5,198m² of graffiti



LOCAL LAWS

- Local Law No. 1 - establishes meeting procedures for Council and Special Committees of Council and the election of the Mayor and Chairpersons of Special Committees.
- Local Law No. 2 – establishes processes for the use of the Common Seal.
- Local Law No. 3 - embraces a broad range of controls regarding amenity, environment, public behaviour and the use and protection of community assets.
- Local Law No.3a - No Smoking in Playgrounds
- Local Law No. 4 - restricts smoking in the following areas from 1 October 2011:
 - » inside a building on Council land
 - » within 10m of the entrance to a building on Council land
 - » within 10m of a building on a reserve located on Council land
 - » on Council land as specified in the Local Law schedule
 - » at Council run or sponsored events.



INFORMATION AVAILABLE FOR INSPECTION

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

- Details of current allowances fixed for the Mayor and Councillors
- Total annual remuneration for all senior officers in respect of the current financial year and the previous financial year, set out in a list that states
 - » ranges of remuneration of senior officers where the difference between the lower amount and the higher amount in each range must not exceed \$10 000
 - » the number of senior officers whose total annual remuneration falls within the ranges referred to above
- Details of overseas or interstate travel (with the exception of interstate travel by land for less than 3 days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months
- Names of Councillors and Council officers who submitted returns of interest during the financial year and the dates submitted
- Agendas and minutes for ordinary and special meetings held in the previous 12 months kept under Section 93 of the Local Government Act 1989 except where such minutes relate to parts of meetings which have been closed to members of the public under Section 89 of the Local Government Act 1989
- A list of all special committees established by the Council and the purpose for which each committee was established
- A list of all special committees established by the Council which were abolished or ceased to function during the financial year
- Minutes of meetings of special committees established under Section 86 of the Act and held in the previous 12 months except where such minutes relate to parts of meetings which have been closed to the public under Section 89 of the Local Government Act 1989
- Register of delegations kept under Sections 87, 88 & 98 of the Local Government Act 1989

- Submissions received under Section 223 of the Local Government Act 1989 during the previous 12 months
- Agreements to establish regional corporations and regional libraries under Section 196 of the Local Government Act 1989
- Register of leases entered into by the Council as lessor or lessee
- Register of authorised officers appointed under Section 224 of the Local Government Act 1989
- A list of donations and grants made by Council during the financial year
- A list of organisations that the Council was a member of during the financial year
- A list of contracts of \$100,000 or more that Council entered into during the financial year without first engaging in a competitive process, but excluding contracts that were entered into because of an emergency; or the Minister for Local Government approved the arrangements for entering into the contract; or the Council acted as an agent on behalf of a group of Councils.



INFORMATION PRIVACY

In September 2001, the Information Privacy Act 2000 came into operation. The purpose of the Act can be summarised as follows:

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

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

The legislation sets out ten Information Privacy Principles (IPPs) that govern collection, use, storage, security and accuracy of personal information. Compliance by a public sector organisation with the IPPs is mandatory.

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

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

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

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

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



Visitors to our website will not be required to disclose personal information. Tracking of visits to the site will only be conducted for the purposes of collecting statistical information and will not identify individuals.

The website contains links to other sites. Council takes no responsibility for the content or privacy practices of these sites.

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

A person may seek access to or correction of the personal information the Council holds about them. Such requests must be made in writing to the Council's Information Privacy Officer, PO Box 1, Glen Waverley 3150.

If a person believes that there has been a breach of their personal privacy by the Council, they may make a complaint in writing to the Council's Information Privacy Officer. If the matter is not resolved to the person's satisfaction, they may make a complaint to the Victorian Privacy Commissioner.

Any enquiries regarding the handling of personal information by the Council may be made to the Council's Information Privacy Officer by telephone 9518 3696.



WHISTLEBLOWERS' PROTECTION PROCEDURES

The City of Monash is committed to the aims and objectives of the Whistleblowers' Protection Act 2001. It does not tolerate improper conduct by its employees, officers or Councillors, nor the taking of reprisals against those who come forward to disclose such conduct.

The City of Monash recognises the value of transparency and accountability in its administrative and management practices, and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

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



Copies of Council's Whistleblowers' Protection Procedures are available on request at Council's Civic Centre and on Council's website at www.monash.vic.gov.au

In the past financial year, the Council received no disclosures under the Act.

This Year in Monash...

Our websites had 2.1 million visitors

THE MANAGEMENT TEAM

Chief Executive
 Dr Andi Diamond
 BA Soc Work Hons, MBA, GAICD, DBA




Corporate Administration Manager
 Jarrod Doake

Public Affairs & Communications Manager
 Jodie Harrison

* On 27 April 2012, David Conran retired as CEO

Directors

Corporate Planning and Finance




Marilyn Kearney
 Dip Mgmt, Grad Dip Public Policy and Management, Grad Dip Law (Local Government) MAICD, FLGPro, MIPPA

City Development




Paul Kearsley
 BAppSc (Planning)

Community Services




Carolyn McClean
 B.A., Grad Dip Career Development, Masters Social Science. GAICD

Infrastructure Services




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

Human Resources




Leigh Harder
 B. Bus. CAHRI.

Objective

To determine the overall business strategy framework for the City through the development of business and council plans and to determine financial policies and strategies to secure the City's long-term financial position.

To further develop the City's environment through effective strategic city, environmental and social planning, building control and municipal regulation.

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

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

To determine effective personnel and industrial relations strategies and policies in support of organisational change and development and to provide effective corporate support to Council.

Managers

Strategic Procurement
 Mick Ross

Corporate Planning
 Dan Wade

Information Technology
 Brian Lane

Finance Services
 Danny Wain

Special Projects
 John Klein

Economic Development
 Jeff McAlpine

Property Management
 Frank Bua Giancarro

Development & Statutory Services
 Peter Panagakos

Transport & Infrastructure Planning
 James Paterson

Urban Design & Architecture
 Charles Nilsen

Youth and Recreation
 James Collins

Community Planning & Development
 Fee Harrison

Children's & Family Services
 Geoff Loftus

Aged Care Services
 Dawn Ellis

Information & Arts
 Anne-Maree Pfab

Aquatic & Leisure Services
 Bruce Mackay

Project Services
 John Trevorah

Sustainable Infrastructure & Emergency Management
 Kim Hanisch

Asset Services
 Robert Renshaw

Horticulture Services
 Phillip Plumb

Waste Services
 Joe Lunardello

* As of 13 August, Julie Salomon is Director of Community Development & Services.

5.2 ORGANISATIONAL DEVELOPMENT

STAFFING COMPOSITION - 30 JUNE 2012

Division	Permanent				Temporary				Casual		Total		TOTAL
	Female		Male		Female		Male		Female	Male	Female	Male	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time					
Executive	19	7	5	1			1			6	26	13	39
Corporate Planning & Finance	25	13	14	1	3	1					42	15	57
Human Resources	6	1	4	1							7	5	12
Infrastructure Services	27	4	142	1	1	1	1				33	144	177
City Development	38	42	53	6	3	2	3		11	5	96	67	163
Community Services	124	281	35	41	4	10	1	1	212	115	631	193	824
TOTAL	239	348	253	51	11	14	6	1	223	126	835	437	1,272



TRAINING AND DEVELOPMENT

Opportunities for training and development were made for over 400 staff in Time Management, Negotiation Skills, Performance Management, Communication Skills, Managing your reactions in a challenging situation, Operating within a Team, Leadership Introduction, Selection Interviewing Skills, Customer Service, Managing Difficult Customers and Fraud Awareness.

'Science of Recruitment' workshops undertaken by SACS consulting were provided for senior management to improve recruiting techniques, including the way we recruit to attract more quality applicants and recruiting staff through methods that provide a more predictive successful outcome.

Training continued in upgrading staff skills in Office 2007 applications including Word, Excel, Outlook, Publisher and Project Essentials.

Following on from our corporate training program, staff have been encouraged to enrol in further tertiary studies, and support has been provided to these staff members. Courses undertaken include:

- Masters of Management, Monash University
- Diploma of Engineering, Box Hill TAFE

- Bachelor of Engineering (Civil), Victoria University
- Master of Public Health, Deakin University
- Bachelor of Business (Marketing), Swinburne University
- Graduate Diploma Infant and Parent Mental Health, Melbourne University
- Masters of International and Community Development, Deakin University
- Diploma of Children's Services (Early Childhood Education and Care), Swinburne TAFE
- Advanced Diploma of Management (Human Resources), Holmesglen.

Certificate III Traineeships in Office Administration were undertaken in a number of Council's units including a traineeship under the Indigenous Australians Traineeship program.

Fifteen members of staff graduated from the Diploma of Management course in October 2011 conducted on behalf of Council by Australian Wide Business Training.

A significant Work Experience program was conducted for Year 10 students that live or attend school in the municipality. These students were given work placements at numerous Council work locations.



'Around the Bay' team

The Corporate Health and Wellbeing Program, launched in December 2010, was established to support Council employees by raising awareness through activities that promote a balanced and healthy lifestyle.

During the year over 40 activities were held including information seminars and workshops, weight loss and fitness programs plus free staff medical assessments. From the casual dress days held over this period, donations totalling over \$3,000 were raised to support various charities.

MONASH

Health & Wellbeing



EQUAL OPPORTUNITY

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

An education program continues to be held for Council staff providing them with full details of Council's Equal Opportunity Policy and Guidelines, Harassment Policy and Guidelines and Bullying and Occupational Violence. These information programs provide staff with clarification on what are the grounds of discrimination, what behaviour constitutes discrimination and harassment, employee and employer responsibilities and processes within Council for dealing with these issues. An extensive training program was conducted for a large number of staff by Boughton and Associates. This program was titled 'Supporting a positive and respectful working environment at Monash' and emphasised the importance of issues relating to equal opportunity, harassment, bullying and occupational violence.

Training of staff in the Selection Interview Techniques has also reinforced our requirement for merit-based selection.

A new on-line Induction Program was implemented on 1 May 2012 for all new staff members. The Program was developed to help new staff members

settle in quickly and to gain an overview of Council and those common policies and guidelines that are important for staff to understand. Included in the Program are eight key Policies and Guidelines including, Code of Conduct, Equal Opportunity, Harassment, Bullying and Occupational Violence, Fraud Prevention, Internet Guidelines, Information Technology Security Policy and Information Privacy. The participants in the Program are required to read and answer a series of questions on each of these policies. In addition to this, 75 new permanent staff members participated in Council's one day Corporate Induction Program.



OCCUPATIONAL HEALTH & SAFETY

Caring for the health and safety of our people at work is critically important and an integral component of management activities. Monash recognises our responsibilities under State legislation, regulations, and codes of practice. Through the OHS Management System, we continue to review systems of work and define the responsibilities of managers and staff.

In 2011-12, the first year actions of the OHS Strategy were achieved, including:

- A new OHS Steering Group was formed
- OHS Training attended by key staff including Directors, Managers and Coordinators
- Council participated in the WorkSafe worker Health Check program;
- The Corporate OHS Committee convened six times during the year
- An e-Learning staff induction program was introduced.

This Year in Monash...

We have 1,272 staff

Organisational memberships

Aged & Community Care	\$7,497	FKA Children's Services Inc	\$99
APRA Ltd Australasian Performing Right Association Limited	\$7,658	Green Building Council of Australia	\$2,310
Aquatics & Recreation Victoria and Australian Leisure Facilities Association	\$600	International Society of Arboriculture Australian Chapter	\$720
Arts Hub	\$1,848	Joanna Briggs Clinical Care	\$950
Arts Management Advisory Group	\$80	Keep Australia Beautiful Victoria	\$1,000
Association for Children with a Disability	\$55	Kindergarten Parents Victoria	\$614
Australian Breastfeeding Association	\$142	Kinaway Aboriginal Chamber of Commerce	\$500
Australian Golf Course Superintendents Association	\$ 350	Law Institute of Victoria	\$385
Australian Institute of Management	\$3,535	LGPRO	\$2,750
Australian Institute of Architects	\$2,700	Lifesaving Victoria	\$155
Australian Library & Information Association	\$1,716	Local Government Finance Professionals	\$540
Australian Local Government Women's Association	\$220	Local Government Job Directory	\$580
Australian Oracle Users Group	\$749	Master Builders Association	\$1,140
Australian Plant Society	\$15	MAV Information Technology and Telecommunications Committee	\$4,400
Australian Swim Teachers and Coaches Association	\$206	Melbourne South East (group of councils)	\$5,500
Booktalkers Subscription	\$300	Meerkin & Apel	\$8,800
CEDA	\$6,325	Monash Business Awards	\$3,600
Children's Book Council of Australia	\$88	Municipal Association of Victoria	\$60,141
Civil Contractors Federation	\$625	Museums Australia	\$264
Community Child Care	\$583	Museum Shops Association of Australia	\$60
Council Arborists Victoria	\$100	National Seniors Australia	\$875
Early Childhood Australia	\$340	Ourcommunity.com	\$300
Eastern Transport Coalition	\$9,000	Park and Leisure Australia	\$396
Ecobuy	\$2,090	Planet Footprint	\$4,895
Economic Development Australia Ltd	\$400	Park and Leisure Australia	\$522
Environmental Health Australia	\$1,815	Play Australia	\$400
Family Day Care Australia	\$359	Playgroup Victoria	\$50
Family Day Care Victoria	\$888	Public Galleries Association of Victoria	\$550



Public Libraries Victoria Network	\$2,779
PPCA (Phonographic Performance Company of Australia Ltd)	\$8,087
Road Marking Industry Association	\$228
Spatial Sciences and Surveyors Institute	\$1,500
Swim Australia	\$638
TaxED	\$995
VALA- Libraries/Technology & The Future Inc	\$198
VicSport	\$250
Victorian Local Governance Association	\$32,560
Victorian Planning and Law Association	\$180
Victorian Maternal & Child Health Coordinators Group	\$50
Victorian Municipal Building Surveyors Group Inc	\$440
Victorian Waste Management Association	\$1,236
Waste Management Association of Australia	\$580

Victorian Local Government Indicators

	11/12	10/11	09/10	08/09
VLG1 Average Rates and Charges per Assessment	\$1,129	\$1,066	\$1,004	\$954
VLG2 Average Rates and Charges per Residential Assessment	\$1,108	\$1,047	\$966	\$926
VLG3 Average Liabilities per Assessment	\$777	\$512	\$500	\$578
VLG4 Operating Result per Assessment	\$121	-\$114	\$2,761	\$55
VLG5 Average Operating Expenditure per Assessment	\$2,239	\$2,108	\$1,889	\$1,834
VLG6 Community Satisfaction Rating for overall Performance	71%	*66%	68%	68%
VLG7 Average Capital Expenditure per Assessment	\$461	\$350	\$402	\$356
VLG8 Renewal Ratio	1:1.174	1:1.253	1:1.12	1:1.411
Renewal %	85%	80%	89%	71%
VLG9 Renewal & Maintenance Ratio	1:1.117	1:1.169	1:1.083	1:1.271
Renewal & Maintenance %	90%	86%	92%	79%
VLG10 Community Satisfaction Rating for Council's Advocacy	60%	*57%	64%	65%
VLG11 Community Satisfaction Rating for Council's Engagement	59%	*58%	62%	60%

National Competition Policy Compliance: 2011-12

Monash City Council

Certification by Chief Executive Officer

Monash City Council has complied with the requirements of the National Competition Policy (NCP) for the period 1 July 2011 to 30 June 2012, in accordance with the requirements outlined in *National Competition Policy and Local Government (revised 2011) Statement* as set out below:

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

I certify that:

- this statement has been prepared in accordance with the 2011-2012 National Competition Policy reporting guidelines, and
- this statement presents fairly the Council's implementation of the National Competition Policy.

Signed:



Dr Andi Diamond
Chief Executive Officer

Date:

