

Section Four

Our Strategic Objectives

STRATEGIC OBJECTIVE ONE

Our Community

A Monash community where people of all ages, backgrounds and abilities, are embraced and supported and can access the Council services that they need.

A Monash community that is connected and involved in shaping decisions that affect them.

STRATEGIES IN COUNCIL PLAN TO MEET THIS OBJECTIVE

1. Assist Monash residents to access the Council support and services they need to help live healthy and fulfilling lives.
2. Value the social and cultural diversity of Monash and recognise the contribution of communities in planning and decision-making.
3. Respond to the needs of an ageing population in the City.
4. Work together to create a place where people feel safe and connected to their community and are encouraged to participate in community life.



Citizenship ceremony

KEY STRATEGIC ACTIVITY FOR THIS OBJECTIVE

Conduct quantitative and qualitative research on the extent and impact of problem gambling and research appropriate strategies to address problem gambling in Monash.

This research was completed within 2012/2013 and within budget. It revealed there was a higher proportion of people who were problem gamblers or at moderate risk of becoming problem gamblers in Wheelers Hill (4.2%) and in Clayton (4.1%) compared to Victoria overall (3.1%). Ashwood and Chadstone were also identified by stakeholders in the qualitative consultations as the suburbs of Monash most impacted by problem gambling. Community members reported wide-ranging impacts from gambling including housing loss, job loss, financial stresses, mental health issues, loss of superannuation, relationship breakdowns, domestic violence, poor food security (especially for children) and embezzlement crimes. The research project identified sections of the community most at risk of gambling harms which include:

- People of Asian backgrounds
- International students
- People from low socio-economic backgrounds
- Older people experiencing social isolation
- Restaurant workers
- People with mental health issues/other addictions
- Trades and manual labour workers (especially shift workers)
- Young males in football and cricket clubs.

The research report also highlighted a shortfall in support services, especially to meet the needs of the multicultural community.

Status: 100% complete

HOW WE IMPLEMENTED THESE STRATEGIES IN 2012/2013

STRATEGY 1: Assist Monash residents to access the Council support and services they need to help live healthy and fulfilling lives.

Council Plan actions

1.1.1 Implement the year-four activities in Council's Disability Access and Inclusion Plan.

Activities implemented included the retrofitting of audible and visible alarm systems in six Council buildings; installation of new accessible reception counters at Council offices; planning for the installation of multiple hearing loops in 14 key Council facilities; development of an 'engagement strategy' to ensure all consultations are inclusive of people with disabilities; promotion and reinforcement of the Footpath Trading and Access Policy; support for the introduction of the National Disability Insurance Scheme; and a submission to Department of Human Services on the Draft Victorian State Disability Plan 2013-2017.

Status: 100% complete

1.1.2 Implement year-four actions in the Monash Health and Wellbeing Plan 2010-2013.

The Plan had four health priorities: Healthy Communities; Healthy Lifestyles; Healthy Places; and Healthy Environment. Activities implemented under Healthy Communities included continued facilitation of Community Safety Month in October; key actions in the Strengthening Clayton & Clarinda Project; and the Community Grants Program which provided a total of \$2.42 million worth of support (in cash and in kind) to 216 groups and not-for-profit organisations. Activities under Healthy Lifestyles included Council's Environmental Health Officers (EHO) continuing to work to prevent the spread of infectious disease; the investigation of 37 single incident and gastroenteritis outbreaks after which prevention measures were implemented; and 21,425 vaccinations provided by Council's immunisation service. Activities under Healthy Places included the Tobacco Sale to Minors program, with 43 retail tobacco outlets visited between January and July 2013 to test whether they would sell cigarettes to people aged under 18. Council continued as an active member of the Eastern Affordable Housing Alliance and participated in the development of a whole of region forum in July 2013.

Status: 100% complete

1.1.3 Develop a new four-year Early Years Plan.

The Plan was developed following community consultation and was adopted by Council on 25 June 2013. The aim of the Plan is to ensure children aged 0-12 years old receive the services and support they need to get the best possible start in life. First year actions will be implemented in 2013/2014.

Status: 100% complete

1.1.4 Introduce a concession for learn to swim programs at Council's three aquatic centres.

The concession fee was introduced for term three swimming lessons that started on 16 July 2013.

Status: 100% complete

1.1.5 Implement new Facility Management Software at Monash Aquatic & Recreation Centre, Clayton Aquatic & Health Club and Oakleigh Recreation Centre.

The software has been successfully installed across the three centres allowing the introduction of reciprocal membership and improved communication with members.

Status: 100% complete



1.1.6 Implement the first year actions of the Walking and Cycling Strategy 2013-2017.

The Strategy was adopted by Council in April 2013. Some of the first year actions completed included: installing two new concrete shared pathways on parts of the Scotchmans Creek Trail; painting bollards across the municipality to ensure higher visibility; and the design and ordering of new signage for the Gardiners Creek Trail.

Status: 40% completed. The Strategy was adopted later than originally expected as it was held over to allow for the October 2012 Council elections to be held so the new Council could have input into the Strategy.

Community book selection days were held at Oakleigh and Clayton libraries

1.1.7 Implement the first year actions of the Monash Public Library Service Strategic Plan 2012-2015.

Highlights for 2012/2013 included: commencement of new e-book subscriptions with two major e-book vendors; introduction of top selling recreational materials in a range of languages; community selection days at Oakleigh and Clayton libraries where members of the Chinese, Vietnamese and Greek communities were invited to help select books; public tutorials to promote new technologies; and receiving a four star rating (with five the highest rating) after completing the 'Being the Best We Can' continuous improvement program framework managed by the State Library of Victoria and the Public Libraries Victoria Network.

Status: 100% complete

1.1.8 Develop a Public Art Policy.

This Policy was developed during 2012/2013 following community feedback obtained through the Monash in Four Survey. It was endorsed by Council on 25 June 2013 and outlines a coordinated, cross organisational approach to the management of public art works in Monash. The Policy objectives are to advocate for the development of public art projects and to identify future public art development opportunities. In 2013/2014, a Public Art Advisory Group will be established to identify potential sites in our parks and green spaces for public art.

Status: 100% complete

1.1.9 Implement a library service point at Mulgrave Neighbourhood House.

Building works were completed in September 2012 and the library was officially launched by the Minister for Local Government The Hon. Jeanette Powell on 4 December 2012. The neighbourhood library is open 17 hours per week and contains 1772 items including popular fiction, children's picture books, magazines, resources in other languages. The neighbourhood library runs children's storytime sessions and provides a free wifi service.

Status: 100% complete

1.1.10 Undertake a community education program in relation to Prevention of Violence Against Women.

Several community presentations and information sessions were held including presentations at the Clayton Clarinda Community Night, an Empowering Monash Women meeting, and the Generating Equality and Respect Program Launch. These presentations will be supported by a social marketing campaign which is being implemented from September 2013 until December 2013. The campaign promotes the key message: 'Say No to Violence Against Women, say Yes to Equality and Respect'.

Status: 100% complete



STRATEGY 2: Value the social and cultural diversity of Monash and recognise the contribution of communities in planning and decision-making.

Council Plan actions

1.2.1 Implement the first year actions of the Monash Gallery of Art Strategic Plan 2012-2015.

A total of 73,953 people visited the gallery in 2012/2013, an increase of 11% on the previous year. A total of 46 public programs were presented including workshops and curator's and artist's talks which attracted 3,625 people. There were 92 education and group tours involving 1,651 participants from 53 primary, secondary and tertiary institutions and 10 local community groups. A total of 57 artworks was donated including some rare and valuable pieces. Working closely with trustees of the MGA Foundation, the gallery delivered a successful Bowness Photography Prize, won by eminent Melbourne photographer Jesse Marlowe.

Status: : 90% complete. Outstanding year one actions that will be completed in 2013/2014 include: implementation of a donor relationship management strategy, introduction of a benefits program for Friends of the Monash Gallery of Art, scoping of the Collection Catalogue and development of a sponsorship plan for 2013/2014.

1.2.2 Implement and report on the year-four activities of the Multicultural Framework and Action Plan by June 2013.

All of the funded actions were implemented. These included the: Interfaith Photographic Exhibition 'A Window into Your Faith' project (funded by the Victorian Multicultural Commission); hosting Monash's first-ever Cultural Diversity Awards; organising the Small, New and Emerging Communities Expo;

making a submission to the Office of Multicultural Affairs and Citizenship on the Government's Vision for Citizenship in a Multicultural Victoria; and hosting an inaugural Welcome event for International Students, which was attended by more than 80 people.

Status: 100% complete

1.2.3 Report on the actions of the Clayton Community Action Plan by June 2013.

Council received a report in May 2013 highlighting the major achievements of the project in the previous 12 months. These included: delivering a Certificate 3 Course in Aged Care and Home and Community Care in which 11 community members gained this qualification; partnering with and supporting the 'Monash Women Building Bridges' Project to increase the leadership capacity of migrant and refugee women; creating a community garden at Melaleuca Community Hub; and reducing opportunities for anti-social behaviour, graffiti and crime by upgrading the Thomas Street laneway.

Status: 100% complete

1.2.4 As part of the Community Support Community Grants Program, facilitate the allocation of community grants to artists and art groups for activities and programs.

This category of Monash's Community Grants provides funding of up to \$3000 for arts and cultural projects, \$1500 for Local Emerging artists, and up to \$5000 for community festivals and events. A total of 66 applicants received funding for arts projects, art events and professional development.

Status: 100% complete

1.2.5 Implement the actions of the City of Monash Action Plan for Young People 2009-2012 by June 2013.

Key achievements in the final year of the Plan included: the development of the 'Volume' youth volunteering program which attracted 97 young people from diverse backgrounds; facilitation of the 'Let's All Play' program which introduced more than 40 newly arrived young migrants to local sporting clubs; provision of 98 school based outreach sessions at five Monash secondary schools; the introduction of youth specific activities at Council's major festivals; hosting a Health and Mental Health Wellbeing Forum attended by 90 young people; producing 20,000 Youth Information Discount Cards for Monash young people; and hosting eight agencies to assist young people and their families.

Status: 100% complete



STRATEGY 3: Respond to the needs of an ageing population in the City.

Council Plan actions

1.3.1 Implement the year-three activities in the Monash Baby Boomer Strategic Action Plan 2010-2014 and the Positive Ageing Action Plan 2010-2014.

All funded actions in both Plans were implemented. These included: coordinating a state-wide forum for Positive Ageing Reference Groups titled 'Connect-Inspire-Act'; setting up a specially designed exercise program to support Home and Community Care (HACC) clients at Oakleigh Recreation Centre; organising the Senior of the Year Award initiated by the Positive Ageing Reference Group; and realigning the Positive Ageing Lifestyle (PALS) program to an Asset Based Community Development model. Council received a report on these actions in June 2013. Council is developing a framework for a new Plan using the Age Friendly City Framework.

Status: 100% complete

1.3.2 Comply with the accreditation requirements of the Department of Health for the Monash and Elizabeth Gardens aged care facilities.

Elizabeth Gardens received three-year accreditation in June 2012 and Monash Gardens gained three-year accreditation in July 2012. Both facilities received 100% compliance for all 44 standards.

Status: 100% complete

STRATEGY 4: Work together to create a place where people feel safe and connected to their community and are encouraged to participate in community life.

Council Plan actions

1.4.1 Produce and issue the Monash Bulletin on a monthly basis.

Our community newsletter was produced each month of 2012/2013 year except in October 2012 when it was not appropriate to publish the newsletter during the caretaker period leading up to the Council elections. Each month, about 69,000 copies of the newsletter were produced and distributed to local households and community facilities. Each edition was also translated into Chinese, Greek and Italian, to assist communication with three of the largest non-English speaking populations in Monash. About 440 newsletters were distributed each month in Greek, 420 in Chinese and 150 in Italian.

Status: 100% complete

1.4.2 Continue the ongoing development and enhancement of Monash Council websites and MonNet (intranet).

Council's websites and intranet were kept up to date with new content published every work day during 2012/2013. In mid-2013, Council sought Expressions of Interest from suppliers of Content Management Systems. A tender is expected to be awarded in November 2013. The new Content Management System will enable major improvements to be made to the functionality of Council's websites – the primary Council site, the Monash Public Library website, the Monash Youth and Family Services website and the Act!ve Monash recreation websites. The new sites are expected to go live in mid-2014.

Status: 100% complete

1.4.3 Facilitate the allocation of grants to community groups and organisations through a Community Grants Program.

Community groups and organisations shared in about \$2.4 million worth of support (cash and in-kind) through Council's 2013 Community Grants Program. At its June 2013 meeting, Council decided to change the categories and timing of the Community Grants to make the application process clearer and easier for organisations applying for grants. From now on, the grants will be allocated on a financial year basis rather than a calendar year basis. Applications will open in February each year. Council ran community information sessions and workshops to outline these changes.

Status: 100% complete

1.4.4 Conduct the approved Festivals program.

A total of about 80,000 people attended the following Council festivals during 2012/2013: Activation! Festival at Batesford Reserve; Carols by Candlelight at Jells Park; Australia Day Flag Raising Ceremony at Glen Waverley Civic Centre; Clayton Street Festival; Oakleigh Music Festival; and Mulgrave Fun Day.

Status: 100% complete

A total of about
80,000
people attended
Council festivals



Quick Stats for 2012/2013

- 1,983 birth notifications in Monash
- Monash Maternal and Child Health Nurses saw 6,932 children aged 0-5 years
- As at 30 June 2013, 4240 clients were accessing the broad range of Home and Community Care (HACC) services provided by Council
- The hostels at Elizabeth Gardens and Monash Gardens averaged 96.11% occupancy over the 12 months to 30 June 2013
- The nursing homes at Elizabeth Gardens and Monash Gardens averaged 97.03% occupancy over the 12 months to 30 June 2013
- 72,000 Delivered Meals were provided in Monash
- 21,425 immunisations were provided by Council nurses
- 1,819 food safety inspections at local restaurants, cafes and other eateries were conducted by Council staff
- 1,027 million visits were made to the Monash Aquatic and Recreation Centre
- 303,610 visits were made to the Oakleigh Recreation Centre
- 287,008 visits were made to the Clayton Aquatics and Health Club
- About 70 early childhood education and care services provided a funded kindergarten program in Monash
- As at 30 June 2013, 302 families used Council's Family Day Care Scheme with 414 children cared for in the homes of 56 registered educators
- 73,953 people visited the Monash Gallery of Art
- Volunteers gave more than 19,000 hours to provide a range of services to the community
- Monash libraries issued just under 2 million loans, welcomed more than 1 million visitors and added more than 45,000 items to its collection
- Our libraries hosted 1,700 events and activities, handled 115,000 personal computer bookings, and answered 80,000 reference enquiries
- 80,000 people attended Council's major community festivals.



STRATEGIC OBJECTIVE TWO

Our Local Economy

A local economy in which business and industries are recognised for their contribution and encouraged to grow. A local economy that continues to attract investment and employment to the City.

STRATEGIES IN COUNCIL PLAN TO MEET THIS OBJECTIVE

1. Promoting the City's businesses and industry to take advantage of new opportunities and to maximise economic growth.
2. Forming partnerships with local business and industry to enhance the local economy.

KEY STRATEGIC ACTIVITY FOR THIS OBJECTIVE

Progress the development of Council owned land in the Oakleigh Activity Centre.

Council called for Expressions of Interest from companies interested in being involved in this development. Five interested parties were shortlisted by Council in September 2012 and were invited to put forward proposals. These proposals are currently being assessed.

Status: 100% complete



Monash Enterprise Centre tenant, Zero 3 Communications

HOW WE IMPLEMENTED THESE STRATEGIES IN 2012/2013

STRATEGY 1: Promoting the City's businesses and industry to take advantage of new opportunities and to maximise economic growth.

Council Plan actions

2.1.1 Review the Economic Development Strategy 2008-2012 and create the Economic Development Strategy & Action Plan for 2013-2017 by 30 June 2013.

The Economic Development Strategy & Action Plan was approved by Council on 28 May 2013. The Strategy & Action Plan focus directly on issues that have been raised by the business community and will enhance the attributes that make Monash a key economic region in Melbourne. The economic vision for Monash reinforces the City's continued "First for Business" approach, with Monash aiming to maintain its strong standing as the first location for start up businesses and the primary location for major businesses. The Strategy & Action Plan focus on four key strategic areas - Business Support, Economic Precincts, Infrastructure Development & Sustainability, and Attraction and Investment Strategies.

Status: 100% complete

2.1.2 Support the Monash Business Awards Committee to identify, acknowledge and promote outstanding businesses in Monash.

Council continued to support the Monash Business Awards which recognise innovation and significant achievements. Nine nominations were received in the 2012/2013 Business of the Year Award. Rinoldi Pasta was announced as the Monash Business of the Year at a presentation evening in July 2013. This Mulgrave-based business is 100% Australian owned and operated and is considered an Australian pioneer in pasta making. Founded in 1878 as Melbourne's first pasta factory, the

The
Mulgrave-
based
business
is **100%**
Australian
owned

business was purchased by the late Neville Quayle in 1957 and remains in the Quayle family to this day. The business remains focused on making the highest quality pasta at a competitive price.

Status: 100% complete

STRATEGY 2: Forming partnerships with local business and industry to enhance the local economy

Council Plan actions

2.2.1 Conduct events that facilitate networking opportunities for business women through the Women's Business Network.

The Annual Women in Business Exhibition & Luncheon featured 35 business exhibitors showcasing their services and products, and a luncheon with humanitarian worker Moira Kelly as the keynote speaker. This event was held at the Mulgrave Country Club on 15 May 2013 and was attended by 150 people from the local and business community. Council also held three other successful Women's Business Network events in 2012/2013: with presentations made by entrepreneur Eve Ash in August 2012, by brand advocate Michel Hogan in November 2012 and by financial expert Sarah Riegelhuth in March 2013.

Status: 100% complete

Quick Stats for 2012/2013

- 119,324 jobs in Monash, making it the largest employment precinct in metropolitan Melbourne after the Central Business District
- 18,238 registered businesses in Monash
- Manufacturing is the main industry in Monash
- \$12.35 billion is the Gross Regional Product in Monash.

STRATEGIC OBJECTIVE THREE

Our Built Environment

A City that is planned to meet the current and future needs of a diverse and growing population, while maintaining its leafy character. A City where roads, public spaces, community facilities, parks, gardens and other essential infrastructure is fit for purpose, well maintained and contributes to the wellbeing of the community.

STRATEGIES IN COUNCIL PLAN TO MEET THIS OBJECTIVE

1. Working to improve local roads and transport networks to manage movement within and across the City.
2. Providing clear directions to ensure appropriate and high quality development and accessible, safe public spaces.
3. Maintaining and improving the condition of assets to ensure essential services are provided and the community has access to quality public buildings, parks and gardens.

KEY STRATEGIC ACTIVITY FOR THIS OBJECTIVE

Implement the 2012/2013 new and base Capital Works Programs.

A total of 94.44% of the \$29.3 million budget for Capital Works was expended at 30 June 2013, which exceeded the target of 85%.

Status: 100% complete

Complete the construction of the Central Reserve Northern Pavilion.

Construction was completed on 12 October 2012. The project was delivered on time and within the budget of \$1.8 million.

Status: 100% complete

Complete the Oakleigh Village Public Space Rejuvenation project.

Construction was completed on 28 February 2013.

Status: 100% complete

Progress actions from the Oakleigh Village Master Plan.

Trading markers and umbrellas in bases have been installed in accordance with the approved plan. The total cost of the work was within budget of \$18,435.

Status: 100% complete

Commence the preparation of a Master Plan for Council land in the Glen Waverley Activity Centre.

Preparation commenced with Council awarding a contract in September 2012 for consultants to assist Council in developing the Master Plan. Work on the development of the Master Plan progressed via workshops, interviews and research. Council considered the Master Plan at its meeting in September 2013, and resolved to support in principle its key directions whilst recognising that further work was required including consultation with the local community and traders.

Status: 100% complete.

Commence the design for the Waverley Community Hub.

Design work did start but it was put on hold, pending the outcomes of the Glen Waverley Activity Centre Master Plan process which will provide clarity about the location of the Hub, and which facilities could be included in the Hub.

Status: 25% complete.

Central Reserve pavilion



HOW WE IMPLEMENTED THESE STRATEGIES IN 2012/13

STRATEGY 1: Working to improve local roads and transport networks to manage movement within and across the City.

Council Plan actions

3.1.1 Implement the 2012/2013 Capital Works Program for Local Roads reconstruction

Works were completed in Callander Street, Hughesdale in April 2013. This project cost \$300,000 and was one of the projects funded under the Federal Government's 'Roads to Recovery 2' program.

Status: 100% complete

3.1.2 Complete the construction of Railway Avenue, Oakleigh.

Construction work was completed in March 2013 at a cost of \$665,685.

Status: 100% complete

3.1.3 Implement the 2012/2013 Capital Works Program for car park improvement works,

The focus was on a car park in the Council Reserve off Whalley Drive, Wheelers Hill. This project was completed in February 2013 at a cost of \$60,000.

Status: 100% complete

3.1.4 Implement the Traffic Management Program as per the 2012/2013 Capital Works Program

The construction of three roundabouts in Grenfell Road, Mount Waverley, was completed in June 2013. This project cost \$157,188.

Status: 100% complete

3.1.5 Maintain and refurbish footpaths, as part of the 2012/2013

Capital Works Program.

The footpath maintenance program was completed at a cost of \$2.3 million.

Status: 100% complete

3.1.6 Deliver the Local Road Resurfacing and Kerb and Channel Replacement Program as part of the 2012/2013 Capital Works Program.

This program was completed on time and cost \$1,197 million.

Status: 100% complete

3.1.7 Complete the design for the Atkinson Street car park.

The design and associated documentation was completed in March 2013.

Status: 100% complete

3.1.8 Review Council's Road Management Plan in accordance with the Road Management Act by 30 June 2013.

The Plan was reviewed, with Council endorsing a report on the review at its meeting on 25 June 2013.

Status: 100% complete

\$2.3M
spent on
footpath
maintenance



STRATEGY 2: Providing clear directions to ensure appropriate and high quality development and accessible, safe public spaces.

Council Plan actions

3.2.1 Progress the implementation of the Planning Scheme amendment to incorporate the Oakleigh Structure Plan into the Monash Planning Scheme.

Amendment C93- which incorporated the Oakleigh Major Activity Centre Structure Plan into the Monash Planning Scheme- was approved and gazetted on 30 May 2013. The Structure Plan aims to achieve the vision of the Oakleigh Major Activity Centre being “an attractive, safe and highly accessible place where people can access shops and services to meet most of their daily and weekly needs. It will be a vibrant and prosperous Activity Centre, which retains its strong sense of identity and its multicultural character. It will remain the focal point for the community, fostering its social and cultural development. The centre will provide a range of employment opportunities in enterprises that provide a diverse range of services. It will provide a diverse range of residential buildings to enable a greater choice of housing for the community”.

Status: 100% complete

3.2.2 Progress the amendment for the Planning Precinct Plan for Glen Waverley.

At its meeting on 26 March 2013, Council resolved to adopt Amendment C103 and to request that the Minister for Planning approve the amendment. Council is awaiting the Minister’s response. The aim of the amendment is to ensure an appropriate supply of parking, by enabling a cash in lieu payment to be made by business owners/ occupiers when parking requirements cannot be provided on site. Council can then use those cash in lieu payments to provide car parking, as occurred with the Bogong Avenue and Euneva Avenue car parks.

Status: 100% complete



STRATEGY 3: Maintaining and improving the condition of assets to ensure essential services are provided and the community has access to quality public buildings, parks and gardens.

Council Plan actions

3.3.1 Implement the year-three actions in the Active Reserve Strategy by June 2013.

Highlights of the year included: holding positive discussions with state and national sporting bodies on opportunities to develop facilities; upgrading irrigation systems and converting existing turf to warm season grasses at several reserves; constructing the Central Reserve North pavilion and completing part one of the Sporting Facility Fees & Charges Review.

Status: 100% complete

3.3.2 Complete improvements at playgrounds as per the 2012/2013 Capital Works Program.

New accessible playgrounds were constructed at Brickmakers Park and Warrawee Park in Oakleigh. Playground upgrades were undertaken at Southern Reserve in Mulgrave, Scammell Close in Oakleigh, Grantham Terrace in Mulgrave, and Brynor Crescent and Canova Drive in Glen Waverley.

Status: 100% complete

3.3.3 Replace fleet, plant and equipment as part of the 2012/2013 Capital Works Program.

New fleet purchases totalled \$53,381; fleet replacement cost \$2,715 million and the sale of assets/trade-ins returned \$1,110 million.

Status: 100% complete

3.3.4 Complete improvements to pavilions at Ashwood Reserve and Wellington Reserve, Mulgrave as part of the minor pavilion refurbishment program in the 2012/2013 Capital Works Program.

These minor works were completed, at a cost of \$297,017.

Status: 100% complete

3.3.5 Complete the necessary actions to maintain Quality Assurance accreditation for Asset Services.

An external audit was completed on 28 February 2013, with compliance to ISO9001 for Asset Maintenance achieved.

Status: 100% complete

3.3.6 Upgrade community halls in line with budget provisions.

A total of \$182,780 was spent in 2012/2013 on upgrades at the following

halls: Alvie Hall, Ashwood Hall, Clayton Hall, Clayton Senior Citizens Centre, Glen Waverley Community Centre, Huntingdale Hall, Mount Waverley Community Centre, Mount Waverley Youth Centre, Mulgrave Community Centre and Oakleigh Community Centre.

Status: 100% complete

\$182,780
was spent
upgrading
community
halls

Quick Stats for 2012/2013

- 94.44% of the \$29.3 million new and base Capital Works Program budget was spent
- \$2.3 million was spent maintaining footpaths
- \$2.2 million was spent on drainage works
- \$644,800 was spent on new and upgraded playgrounds
- \$537,000 was spent on Local Area Traffic Management works
- \$420,483 was spent on upgrading the bicycle network
- \$182,780 was spent upgrading community halls
- 71,879 rounds of golf were played at the Glen Waverley and Oakleigh Golf Courses
- Monash has 332 hectares of reserves and sportsfields
- Monash has 244 hectares of open space
- 1124 town planning applications were received
- 1025 planning permits were issued
- 51,802 parking infringements were issued
- 13,856 street signs were repaired/replaced
- 69 free graffiti removal kits were issued to residents.

STRATEGIC OBJECTIVE FOUR

Our Natural Environment

A City that is working together to protect and enhance its natural environment.

STRATEGIES IN COUNCIL PLAN TO MEET THIS OBJECTIVE

1. Leading the community through Council's management of resources to reduce its impact on the environment.
2. Providing services and advice to encourage the community to reduce its impact on our natural environment.
3. Protecting our natural assets through short and long-term planning and environmental programs.



KEY STRATEGIC ACTIVITIES FOR THIS OBJECTIVE

Continue to implement actions agreed to meet the objectives of the Monash Environmental Sustainability Road Map.

The identified and funded actions in the Road Map for 2012/2013 were completed. These included:

- Retrofit of low energy fixtures at Glen Waverley and Oakleigh libraries.
- Feasibility study for co-trigeneration at Monash Aquatic and Recreation Centre (MARC).
- Conversion of five sports grounds to warm season grasses.
- Installation of water efficient devices at MARC and installation of water tanks for toilet flushing and watering the gardens at four Council buildings.
- Energy audits at 14 Council buildings.
- Initial development of an Open Space Strategy.
- Installation of 13 Public Place Recycling bins around Oakleigh Shopping Centre.
- Support given for funding for the Eastern Alliance for Greenhouse Action (EAGA) Coordinator.

An annual report outlining these actions is expected to be circulated in October 2013.

Status: 100% complete

Make funding applications to the Federal and State Governments for the conversion to sustainable street lighting.

Council applied to the Federal Government for Community Energy Efficiency Program funding for this project but was unsuccessful. Council will now consider whether it will fully fund the transition to sustainable street lighting, which would cost between \$3.3 million and \$6.1 million. As part of these considerations, Council will consider matters such as which technology is used and timeframes. A business case was prepared in June 2013 which showed Council would recoup the money in five to seven years.

Status: 100% complete

HOW WE IMPLEMENTED THESE STRATEGIES IN 2012/2013

STRATEGY 1: Leading the community through Council's management of resources to reduce its impact on the environment.

Council Plan Actions

4.1.1 Implement the 2012/2013 Capital Works Program for strategic and local drainage improvement works within budget constraints

The focus was on stage three strategic drainage works at Brandon Park Reserve and on local drainage works in Mark Court, Chadstone and Dandenong Road, Oakleigh. The Brandon Park Reserve civil, sprinkler and drainage works were completed in May 2013. Courtbowl and drainage works in Mark Court, Chadstone and Dandenong Road, Oakleigh were completed on 30 June 2013.

Status: 100% complete

4.1.2 Expand the retrofitting of low energy fixtures and fittings in Council's facilities.

Energy efficient globes and fittings were installed at the Glen Waverley Library in August 2012 and the Oakleigh Library in April 2013. Library staff are pleased with the brightness of the new lighting which will also reduce the amount of energy being consumed.

Status: 100% complete

4.1.3 Install water efficient devices in Council facilities.

Rainwater harvesting tanks were installed and connected to the toilets at Lum Reserve Pavilion in Wheelers Hill, Notting Hill Hall, and Wellington Reserve pavilion in Mulgrave. A water tank was installed at Brine Street Childcare Centre in Oakleigh for watering the garden. Eighteen water efficient taps were installed at the Monash Aquatic and Recreation Centre.

Status: 100% complete

STRATEGY 2: Providing services and advice to encourage the community to reduce its impact on our natural environment.

Council Plan Actions

4.2.1 Continue to monitor waste collection levels to ensure diversion rates of waste to landfill are maintained at or are above current levels.

The diversion rate for 2012/2013 was 54.23% which is similar to the previous year, and is still well above the metropolitan average. One of the reasons we are not increasing our diversion rate is that the weight of the recyclables has decreased. This is a positive because industry (through the Australian Packaging Covenant) is reducing the weight of packaging materials to reduce cost. Another contributing factor is that there was a decrease in the amount of kerbside green waste collected due to low rainfall conditions which reduced the rate at which plants grew.

Status: 100% complete

4.2.2 Monitor and report on the performance of the kerbside green waste collection, through the Green Waste Disposal Facility.

The green waste tonnage in 2012/2013 was 19,377 tonnes, slightly below the target. Transpacific continued to operate the sorting facility in Victory Road, Clayton, without any issues. The product they received from Monash was contamination free which allowed them to chip it and use it in land rehabilitation work.

Status: 100% complete

STRATEGY 3: Protecting our natural assets through short and long-term planning and environmental programs.

Council Plan Actions

4.3.1 Continue to develop priority Bushland Management Plans as identified in the Bushland Strategy, and to document and report on the progress of these Plans.

Three Plans were prepared during 2012/2013 for Bogong Reserve in Glen Waverley, Sunnybrook Drive Reserve in Wheelers Hill, and Gordon Road Reserve in Mount Waverley. The Plans focused on a need to identify, protect and improve ecological values within the reserves through the management of impacts and threats, increased community awareness, and continued assessment and appropriate actions.

Status: 100% complete

4.3.2 Complete construction of the Mount Waverley Water Harvesting Project.

This project was completed on time and on budget. It was officially opened in December 2012 and the total project cost was \$283,254. This stormwater harvesting system has been connected to the irrigation system at Mount Waverley Reserve to provide water for the adjacent sportsfields and toilet block. Water is also provided to the tanker truck that waters Council gardens and street trees. This system is expected to provide about 10 megalitres of potable water each year.

Status: 100% complete

4.3.3 Expand the program of installing low water use grasses to sportsfields and other ornamental grassed areas.

Warm season grasses were planted in the following five reserves: Princes Highway West in Oakleigh East, Holmesglen and Jingella both in Ashwood, Scammell in Oakleigh South and Glen Waverley North Reserve. All grasses are in the establishment phase.

Status: 100% complete

4.3.4 Develop stage one of an Open Space Strategy.

Council engaged a consultant to work with Council officers to complete stage one of this Strategy. This involved auditing and reviewing Council's existing land and facilities, analysing public open space, and establishing standards and a hierarchy system.

Status: 65% complete. The initial review and audit took longer than anticipated due to the extensive amount of data that had to be sorted and verified. The final report is due to be presented to Council in late 2013.

Quick Stats for 2012/2013

- Planted 91,462 indigenous plants and shrubs in parks and reserves
- Planted 1578 street trees across Monash
- Planted warm season grasses at an additional five sports grounds
- Diverted 54% of waste from landfill which was well above the metropolitan average
- 19,377 tonnes of green waste was collected
- Monash Transfer Station had 46,901 external customers and handled 42,483 cubic metres of material
- 10.37kgs of garbage was collected per bin in Monash
- 11.37kgs of recyclables was collected per bin in Monash
- 20.23kgs of green waste was collected per bin in Monash
- Volunteers planted 5700 trees, shrubs and ground covers on National Tree Planting Day in July 2012
- Council responded to 9677 tree requests including inspections, pruning and removals.
- Council has reduced the amount of greenhouse gasses it produces by electricity (including street lighting), gas and fleet services by 1.3% in 2012/2013 compared to 2011/2012 levels
- Water consumption has decreased by 40% at Council owned and operated sites compared to 2002 levels



STRATEGIC OBJECTIVE FIVE

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.

STRATEGIES IN COUNCIL PLAN TO MEET THIS OBJECTIVE

1. Ensuring Council is governed and its finances are managed responsibly.
2. Continuously developing the organisation and its people to provide our community, our businesses and our visitors with the best possible services.

KEY STRATEGIC ACTIVITIES FOR THIS OBJECTIVE

Provide support to the conduct of an election process.

The 2012 Council general elections were held in October 2012 with Saturday 27 October specified as Election Day. Voting in Monash was conducted by the postal vote method. The election was conducted by the Victorian Electoral Commission. There were 121,080 eligible voters and 74.45% of these voted. The informal vote was 5.40%. A total of 58 candidates nominated for the 11 Councillor positions.

Status: 100% complete

Monitor Council's results in the Department of Planning & Community Development (DPCD) Local Government Community Satisfaction Survey in order to improve services.

The survey data was released in mid 2013 and was reported to Council at its meeting on 30 July 2013. Monash achieved a score that was above or equal to the benchmark of Inner Metropolitan Councils in three out of the five core indicators: overall performance, Council direction, and lobbying/advocacy on behalf of the community. In regards to overall performance, Monash achieved a significantly higher performance score than the Inner Metropolitan and statewide benchmarks. The two core indicators where Monash scored below the benchmarks were customer service, and community consultation and engagement. Council has plans in place to improve its performance in both of these areas.

Status: 100% complete



HOW WE IMPLEMENTED THESE STRATEGIES IN 2012/2013 THROUGH INITIATIVES AND ACTIONS IN OUR COUNCIL ANNUAL PLAN (AP)

STRATEGY 1: Ensuring Council is governed and its finances are managed responsibly.



Council Plan Actions

5.1.1 Commence a review of the Corporate Information Database and investigate business requirements for the new performance management software.

The review was started with site visits and these will be completed in late 2013. Scoping of organisation requirements has also started and is continuing.

Status: 100% complete

5.1.2 Review and update the four-year new and base Capital Works Program for Council endorsement.

The four-year Capital Works Program was adopted by Council in April 2013 and the 2013/2014 Budget was adopted by Council on 25 June 2013.

Status: 100% complete

5.1.3 Comply with all statutory financial reporting requirements of the Local Government Act 1989 and the Australian Accounting Standards.

Council prepared an Annual Report for the financial year ended 30 June 2012 which was sent to the Minister for Local Government on 27 September 2012. The report met all of the statutory requirements of the Act and the Australian Accounting Standards. Pursuant with the Act the Annual Report is available for inspection at Council offices and on Council's website. It was discussed by Council at its meeting on 23 October 2012.

Status: 100% complete

STRATEGY 2: Continuously developing the organisation and its people to provide our community, our businesses and our visitors with the best possible services.

Council Plan Actions

5.2.1 Implement year-two actions of the 2011-14 Occupational Health & Safety (OH&S) Strategy.

To facilitate a consistent approach to training, new staff will receive an online induction via e-learning after which they will receive face-to-face education at a local level. The web based system has been developed in consultation with relevant staff and will be available online once the material is up-loaded.

Status: 100% complete

5.2.2 Continue to provide ongoing corporate training and development for staff at all levels.

Opportunities for training and development were provided to more than 300 staff. Training was provided in: Customer Service, Communication Skills, Occupational Health and Safety, Assertive Skills, Science of Recruitment, Selection Interviewing Skills, Managing Reactions in a Challenging Situation, and Operating within a Team. An extensive leadership development program – “Authentic Leadership” - was provided to all Directors, Managers and Coordinators by Monash University and ResolutionsRTK. The three-day program consisted of five modules- Keys to Leadership Excellence, Frontline Management Fundamentals, Career and Personal Development, Developing your Team, and Individual Strengths. This development program will help ensure our leaders have the capability, the knowledge, and the commitment to achieve and to act as role models of our preferred culture.

Status: 100% complete

5.2.3 Implement year-one actions of the 2012-14 Geographic Information system (GIS) Strategy.

This included using aerial photography in the internal and external GIS software and completing the website GIS which is now available to our community via Council's website.

Status: 100% complete

5.2.4 Implement the Information Technology Strategy as per the 2012/2013 Capital Works Program.

The projects in this Strategy which were completed in 2012/2013 included time sheet rostering and implementation of the recreation centre's point of sale and membership system. Projects that started included software replacement for Home and Community Care; implementation of invoice scanning software; and electronic grants submission and evaluation.

Status: 90%. The software replacement program for Home and Community Care is being carried over for completion in the 2013/2014 year.

Quick Stats for 2012/2013

- 74.45% of 121,080 registered voters cast their vote in the Council elections in October 2012
- Monash achieved a score that was above or equal to the benchmark of Inner Metropolitan Councils in three out of the five core indicators in the Department of Planning & Community Development (DPCD) Local Government Community Satisfaction Survey
- More than 300 Monash staff were provided with training and development opportunities.



Clayton Community Centre