

## Imagine Monash in 2040

What do you want Monash to be in 2040?



## Imagine Monash in 2040: draft Council Plan

19 August 2021

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Monash City Council acknowledges the Traditional Custodians of the land, now known as Monash and pays respect to their Elders past, present and emerging.

ACKNOWLEDGEMENT OF

# Country

## Contents

Strategic Direction .....	3
Mission Statement .....	4
Context .....	4
Links to Other Documents .....	<b>Error! Bookmark not defined.</b>
Monitoring and Reporting .....	5
Strategic Objectives .....	6
1. Sustainable City .....	6
2. Inclusive Services .....	8
3. Enhanced Open Spaces and Activity Centres .....	10
4. Good Governance .....	11

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## Strategic Direction

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

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

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

	Council Plan 2021 - 2025			
STRATEGIC OBJECTIVES	Sustainable city	Inclusive services	Enhance our open spaces & activity centres	Good governance
STRATEGIES				
STRATEGIC MEASURES				
STRATEGIC INDICATORS				

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

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

### Council Plan summary of strategic objectives and strategies

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

## Mission Statement

Monash 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 community and research to ensure good decision making.

## Context and Links to Other Documents

The diagram below illustrates the interconnection between the Council Plan and the three strategic documents, as well as key plans that implement Council's strategic direction and the annual planning and reporting process.



Other documents support the implementation of the Council Plan:

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

## Monitoring and Reporting

Council takes an integrated approach to planning, resourcing services and reporting on its performance. There is an alignment of plans so Council can work towards long-term goals through its ongoing decision making, operations and budget allocation. The Council Plan provides key directions and principles and the Annual Budget focuses on major and other initiatives in the short term.

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



# Strategic Objectives

## 1. Sustainable City

### Context

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

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

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

### Strategic intent

We will continue to work with the community, enhancing, and protecting, the sustainability and liveability of the municipality that will include a range of actions, including those listed below.

Reviewing planning controls and addressing issues that impact housing, commercial and industrial zones, infrastructure and services is important to our community and economy.

Improvements to sustainable transport options, of walking and cycling paths and public transport, will require Council to advocate on behalf of the community and enable infrastructure changes.

Addressing Climate Change, the ongoing implementation of initiatives from the Zero Net Carbon Action Plan and working with the community to reduce waste and increase reuse and recycling are major environmental considerations.

Council will partner and enable a thriving and sustainable economy that provides for our wellbeing and for future generations.

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

### Priority Projects

- Continue to implement Zero Net Carbon Action Plan
- Continue to improve to waste management to reduce landfill, including food to waste and glass collections
- Continue to renew and enhance Monash's shared path network
- Support business and investment in order to drive jobs growth and a sustainable economy.

### SUSTAINABLE CITY STRATEGIES

Ensure an economically, socially and environmentally sustainable municipality

Proactively address Climate Change and implementation of initiatives to achieve Zero Net Carbon

Work with the community towards a zero waste future, actively increasing reuse and recycling

Prioritise sustainable transport options, including walking / cycling paths and public transport

Investigate and progress planning rules for tree and vegetation controls

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

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

## Strategic Indicators – How we'll measure progress

INDICATOR	TARGET OR DESIRED TREND
WC5 – Kerbside collection waste diverted from landfill *	Under development
Enhance Urban Ecology	Under development
L1 – Current assets compared to current liabilities *	Under development
C1 – Expenses per head of population *	Under development
Economic development indicator	Under development

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

## Connection to other Strategic objectives

- Inclusive Services
- Enhanced Open Spaces and Activity Centres
- Good Governance

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## 2. Inclusive Services

### Context

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

- internationally renowned Monash University and Monash Hospital
- cultural events and festivals such as Carols by Candlelight or Clayton Festival, of facilities such as Monash Gallery of Art
- regional sports facilities including the Glen Waverley Sports Hub under development, Waverley Netball Centre or Oakleigh Recreation Centre
- early years facilities such as the Wellington Child & Family Hub soon to be completed and the Pinewood Early Years Hub being planned
- schools such as Glen Waverley, Mount Waverley and Brentwood Secondary Schools, Caulfield Grammar School, Wesley College, or Amsleigh Park Primary School.

Ensuring these services are inclusive for all of the community requires an appreciation of Monash's diversity. Council's services, programs and advocacy have worked to make Monash more inclusive, involving the needs of our communities, and on issues, such as:

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

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

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

### Strategic intent

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

### INCLUSIVE SERVICES STRATEGIES

Renew our community assets to deliver contemporary services

Community development and advocacy to support the Monash community

Advocate and partner to deliver social and affordable housing in Monash

Deliver high performing services

Fostering an equitable, just and inclusive Monash

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

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



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

### Priority Projects

- Work with the community to recover from the COVID-19 pandemic
- Continue the renewal of Monash's early year's facilities
- Partner with the State Government, agencies and organisations to increase Monash's social and affordable housing
- Implement the Monash Health and Wellbeing Plan 2021-25
- Rainbow tick certification

### Strategic Indicators

INDICATOR	TARGET OR DESIRED TREND
LB1 – Physical library collection usage *	Under development
LB2 – Recently purchased library collection *	Under development
MC4 – Participation in the MCH service *	Under development
MC5 – Participation in MCH service by Aboriginal children *	Under development
Meet Your Street	Under development

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

### Connection to other Strategic objectives

- Sustainable City
- Enhanced Open Spaces and Activity Centres

### 3. Enhanced Places

#### Context

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

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

#### Strategic intent

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

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

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

#### Priority Projects

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

#### Strategic Indicators

INDICATOR	TARGET OR DESIRED TREND
Agreed Capital Works Program delivered annually	Under development
Heritage and conservation services	Under development
Parks and gardens maintenance services	Under development
Economic development indicator	Under development

#### Connection to other Strategic objectives

- Sustainable City
- Inclusive Services

#### ENHANCED PLACES STRATEGIES

Improving open spaces, bushland and street trees

Improve public spaces and local employment by revitalising our employment hubs, activity centres and neighbourhood shops

Prioritisation of pedestrians and active transport over vehicles in our activity centres

Explore and facilitate major projects to transform Monash

Pursue a planning framework that meets Monash needs

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

- Monash Urban Landscape and Canopy Vegetation Strategy
- Asset Management Strategy 2020-2025
- Litter Action Plan
- Monash Street Tree Strategy
- Implement the actions from the Asset Management Strategy 2020-2025
- Develop an Active Recreation strategy for open space areas across Monash
- Deliver the Active Communities Program
- Progress with the implementation of the Monash Urban Landscape and Canopy Vegetation Strategy

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

## 4. Good Governance

### Context

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

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

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

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

### Strategic intent

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

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

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

### Priority Projects

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

### GOOD GOVERNANCE STRATEGIES

Ensure a financially, socially and environmentally sustainable organisation

Enhance customer experiences through our Digital Strategy

Effectively communicate and engage with the community

Maintain the highest standards of good governance

Strategic Integrated Planning and Performance Reporting

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

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

## Strategic Indicators

INDICATOR	TARGET OR DESIRED TREND
G1 - Council decisions made at meetings closed to the public *	Under development
G2 – Satisfaction with community consultation and engagement *	Under development
G3 – Councillor attendance at Council meetings *	Under development
G5 Satisfaction with council decisions *	Under development

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

## Connection to other Strategic objectives

- Sustainable City
- Inclusive Services
- Enhanced Open Spaces and Activity Centres

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