

# Higher Rate Cap Application 2018/19 - request for further information

Monash City Council  
20 April 2018

Question	Attachment
3	Monash Engagement Guidelines
4	Waste Options presentation
5	Waste Options Brochure
6	Recycling Crisis – Letter to residents
10	Social Media example of notifying community of consultation outcomes
11	Overview of community consultation 2017/18 Annual Planning Process
13	Diagram overview of Annual Planning Process
18	Statutory Reserves
20	Long Term Financial Plan (Confidential, separate Attachment)
22	Asset Management Strategy

# Engagement Guidelines

---

Monash City Council

Prepared by Socom

April 2011

**Contents**

Introduction ..... 3

The Engagement Process ..... 4

STEP 1. Triggers for engagement..... 5

STEP 2. Develop a plan ..... 6

    The engagement plan process ..... 6

    A. Goal and objectives..... 7

    B. Challenges and opportunities ..... 7

    C. Stakeholders ..... 8

*Stakeholder matrix*..... 9

    D. Engagement activities ..... 10

*Goal and objective* ..... 10

*Time*..... 11

*Budget*..... 11

*Techniques* ..... 11

    E. Implementation plan ..... 12

    F. Prepare and finalise plan ..... 12

Step 3. Engage..... 12

    Validate your findings ..... 12

Step 4. Analyse ..... 13

Step 5. Feedback ..... 14

Step 6. Evaluation / data management ..... 14

    Evaluate your engagement ..... 14

    Store your data ..... 15

    Develop an engagement summary ..... 15

Appendix A & B

## Introduction

This engagement guideline has been developed to assist in the overall planning of Monash City Council engagement activities in line with the Monash City Council Engagement Framework.

The guideline provides a step by step outline for:

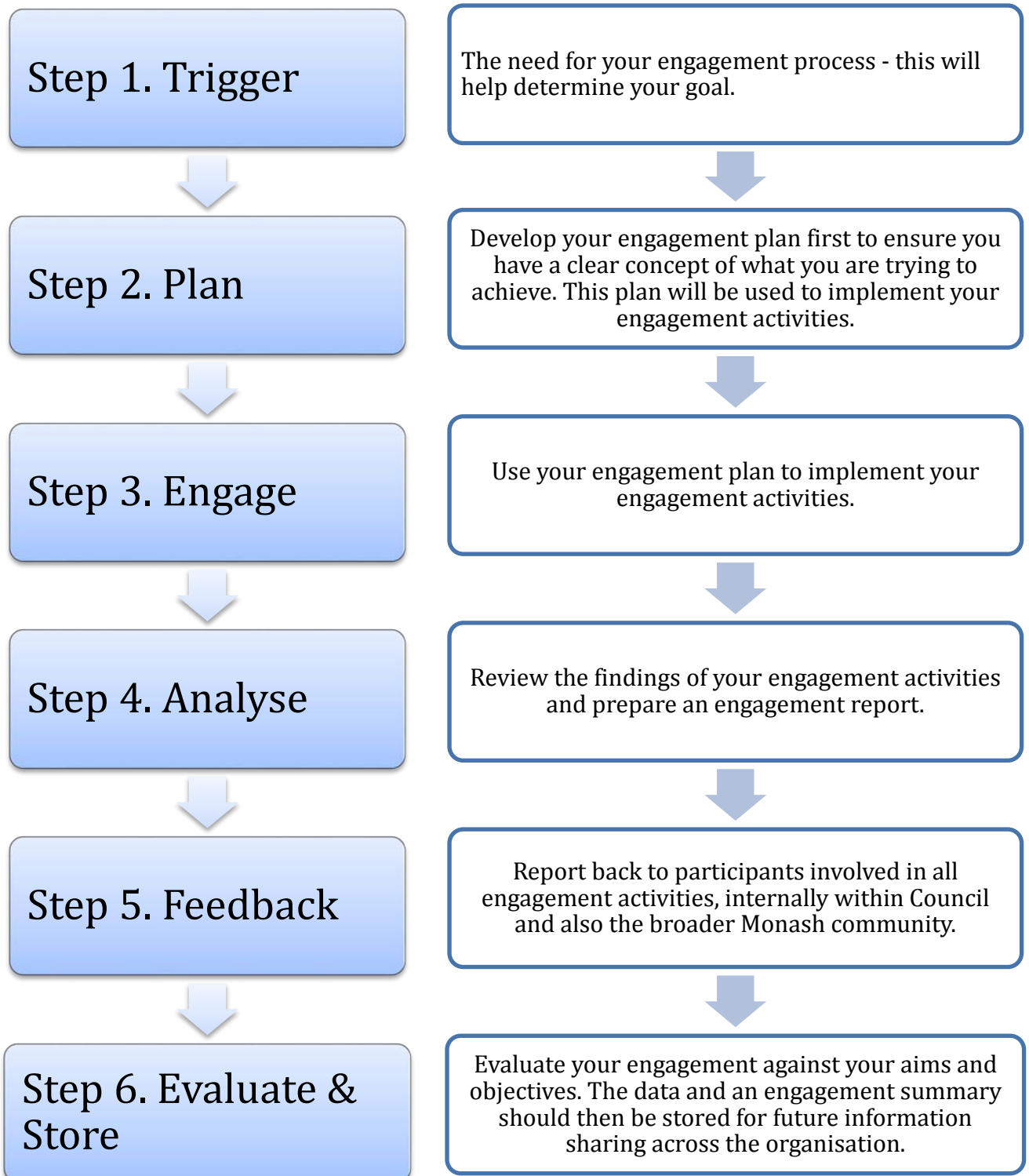
1. An overall engagement process; and
2. Developing an engagement plan to guide your engagement activities.

*Appendix A* provides an Engagement Process Overview that demonstrates the support provided by the Engagement Guidelines and the end product developed from each step.

*Appendix B* provides a checklist to track your progress in implementing the Engagement Guidelines.

## The Engagement Process

The diagram outlines the engagement process that may be undertaken.



## **STEP 1. Triggers for engagement**

There are four main triggers that lead to the majority of Monash's engagement activities. Each trigger brings its own issues; these must be considered when deciding what type of engagement process you might develop.

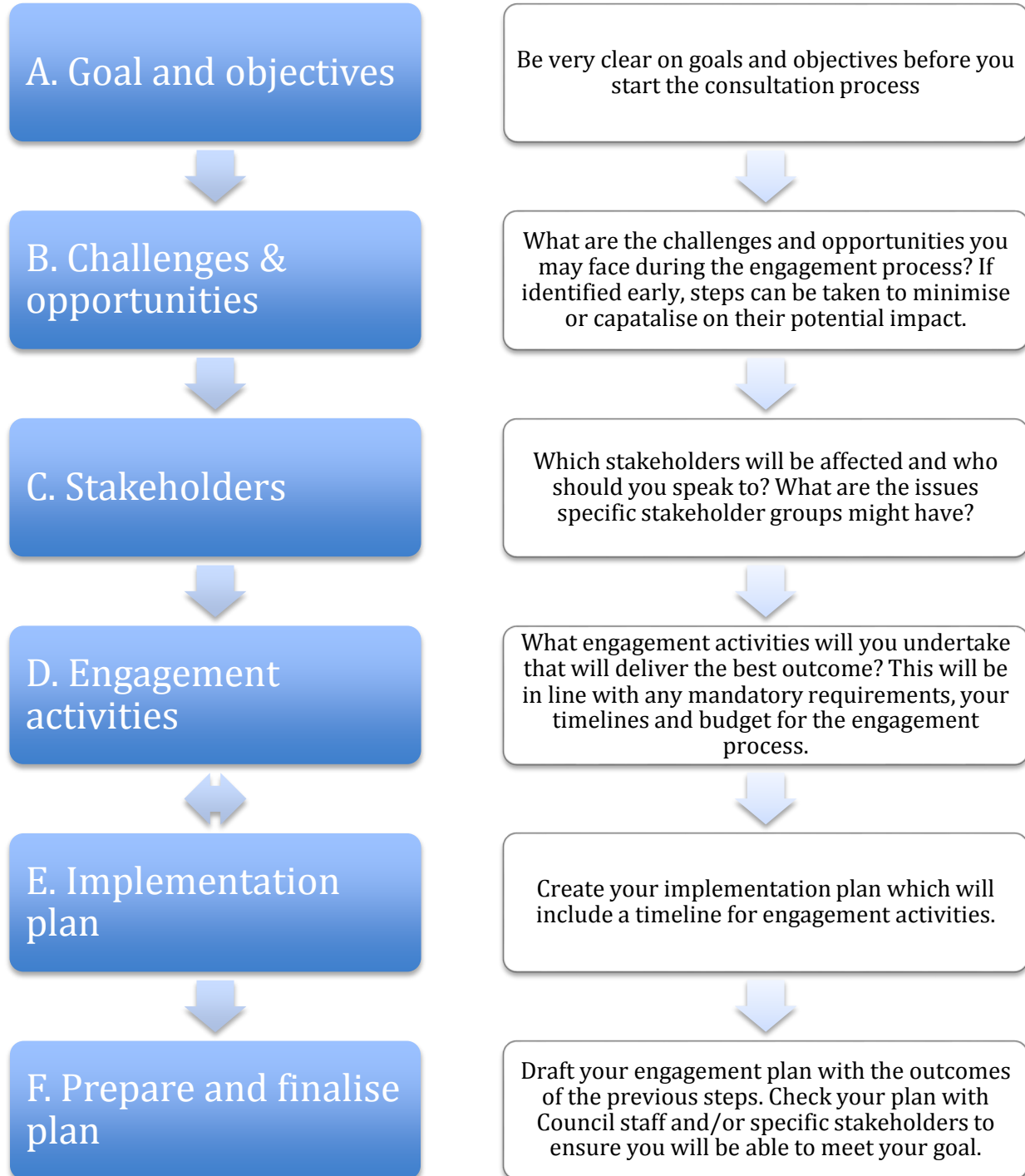
They are:

1. **Council decisions and major developments** – Council decides to make a change to services, regulations or initiate a major development and seek community views to facilitate it
2. **Statutory Consultation** – This includes town planning or Council budget consultations, which have clearly defined engagement methodologies
3. **Generation of various Council plans and strategies** – Council's business units renew or develop delivery plans every few years and as part of this there is a regular engagement process to inform any revised plan
4. **Market research** – Council provides services then subsequently sends out regular customer satisfaction surveys to measure performance

## STEP 2. Develop a plan

This step by step outline has been designed to assist you in planning your engagement activities through the development of an engagement plan.

### The engagement plan process



## A. Goal and objectives

The most critical element of any communications activity is a clear goal and set of objectives. Be very clear about what you want to do from the outset. This may require you to review all the information you have or undertake some additional research before you begin.

### Goal

The first step is to agree on your goal. It should answer the question, “*Why are we doing this?*”

An example of a program goal might sound something like this:

*“To test community attitudes toward the introduction of a Council-wide no-smoking policy.”*

### Objectives

Objectives are the steps you will take towards achieving your goal. All objectives should be SMART i.e. Specific, Measurable, Achievable, Realistic, and Timed. SMART objectives should seek to answer the question “*Where are we doing this?*”

The purposes of SMART objectives include:

- Specific - Be precise about what you are going to achieve;
- Measurable - Quantify your objectives;
- Achievable – Make sure you are not attempting too much;
- Realistic – Make sure you have the resources to make the objective happen; and
- Timed - State when you will achieve the objective (within a month? By June 2020?).

In order to develop your goal and objectives, you may seek the views of your colleagues. You might like to run a short workshop to gather ideas and identify where best practice has been used.

## B. Challenges and opportunities

Potential challenges and opportunities throughout an engagement process can be identified during the planning phase to ensure challenges are addressed and opportunities are capitalised.

When identifying challenges and opportunities, consider the following questions as a starting point:

### Challenges

- Are there contentious issues surrounding the project/activity?
- Are there stakeholders with strongly negative views? How might they impact the process?
- What other obstacles may arise that could impact the outcomes of the engagement?
- Does its status as a culturally and linguistically diverse (CALD) area pose communication barriers? (Monash has a culturally diverse community, rated the fifth most culturally diverse municipality in Victoria)
- Are there hard to reach target audiences? How could we reach them?
- How do we ensure there is gender diversity in our engagement (i.e. representation from both males and females) See Gender and Diversity Lens for Health and Human Services - *Appendix D*



## *Opportunities*

- Has Council previously undertaken engagement on this issue that may provide useful information/data?
- Has Council undertaken a similar engagement process that worked well that could be repeated?
- Are there experts within Council who can assist with the project or activity?

Ensure that when designing your engagement plan you develop a list of your challenges and opportunities and ways in which you will address each of them. Be sure to consider activities to mitigate your risks and/or maximise any opportunities you have identified.

It is also useful to research previous engagement activities that have been undertaken in the organisation. This may provide some useful tips on what engagement activities have worked well, what didn't and how challenges were overcome. A collection of **Monash engagement summaries** has been developed and can be viewed on the intranet - Community Engagement Site.

## **C. Stakeholders**

A stakeholder may refer to a person, group, or organisation which may be affected (or perceive they will be affected) by the actions of Council or with an interest in a specific issue or action.

### *Identifying stakeholders*

Identifying the right stakeholders to inform and/or engage is critical when developing an engagement plan. As many of Council's activities have broad application across the municipality, it may be necessary to prioritise which stakeholders are central to the issue, and consequently are central to your engagement goal and objectives.

In identifying stakeholders you should consider who is directly affected and who is indirectly affected. It is also important to acknowledge that there may be stakeholders who have an interest, but are not directly affected.

Council has a number of established advisory committees that should be included, where relevant, in the stakeholder identification process. A list of all **Council Advisory Committees**, their meeting schedule and a Council contact officer is continuously updated to ensure the information is current. You can find this list on the Monash website or intranet.

The Monash community has a range of organisations and other stakeholder groups which can be found in the **Community Directory** at on council's website.

### *Understanding stakeholders*

When you have identified your stakeholders, it is important to understand them on two fronts: what level of engagement do they need, and what type of engagement will suit them best.

One of the most important aspects of designing your engagement activity will be in establishing the level of involvement with your stakeholders. *Appendix C* includes the IAP2 Spectrum, which is a useful resource for determining the level of engagement you will undertake. It is critical that your stakeholders understand the purpose of their involvement in any engagement activity. Being clear about the level of engagement you will be undertaking will ensure that stakeholder expectations are managed.

The IAP2 Spectrum contains the following information:

- **Levels of engagement:** A description of five levels of engagement across the spectrum - Inform, Consult, Involve, Collaborate, Empower.
- **Promise to the Public:** How you will work with your stakeholders.
- **Example techniques:** Engagement techniques that can be used across the spectrum of engagement (Note: *Appendix F: Engagement Techniques* contains a broader range of techniques references across the IAP2 Spectrum).

Different stakeholders may have different issues or needs in relation to Council engagement activities. Understanding different stakeholder needs will assist in tailoring an engagement process to ensure the best possible approach and outcome.

When planning your engagement process, there are a number of defined stakeholder audiences that may require special thought or consideration. In order to enhance the effectiveness of your engagement activities, consider what you can do to meet specific stakeholder needs. This may include:

- Conducting engagement activities at times that suit stakeholder (e.g. during the day or night, weekdays and/or weekends);
- Providing food, multilingual services, childcare and/or transport to meetings;
- Ensuring a variety of engagement activities to allow stakeholders to participate in the way that best suits them (e.g., face-to-face, hardcopy submission and/or online opportunities); and
- Providing stakeholders adequate background information prior to an engagement activity to ensure there is a sound knowledge base.

Council has a number of engagement experts who can assist you in tailoring your engagement activities to meet specific stakeholder needs. This may include special approaches for engaging youth, busy parents, CALD communities or retail traders. You can check the list of **Council's Engagement Experts** on Council's intranet – Community Engagement site.

*Appendix D* also has specific information for engaging specific target audiences.

### *Stakeholder matrix*

Developing a stakeholder matrix is an effective tool to identify and organise engagement activities for a range of stakeholders. *Appendix E* contains a stakeholder matrix template for use. The stakeholder matrix incorporates the following information:

### **Stakeholder group or name**

Stakeholders may be an individual, group or organisation. They may also be a define stakeholder audience, such as families with preschool children.

### **Why engage with them**

How will the activity impact each stakeholder? Why is it important that they are engaged? Consideration should also be given to stakeholders who may not be directly impacted, but have an interest in the issue/project.

### **Key issues and interests**

This outlines the key issues, concerns and/or interests that each stakeholder may have. For example, a change in Council's outdoor smoking policy may concern café retailers due to a loss of trade (directly impacted), or it may interest a local community health group who support the reduction of passive smoking in public open space (indirectly impacted).

### **Engagement method and frequency**

This determines which engagement method will be used and at what frequency. When developing your engagement plan, each stakeholder may be targeted with a range of engagement methods used over the period of the project.

## **D. Engagement activities**

Selecting and designing your engagement activities requires the simultaneous consideration of a number of important factors. These include:

- **Goal and objectives** - Achieving the goal and objectives you have set through selecting and designing engagement activities to enhance the participation of your target stakeholders;
- **Time** - How much time you have to complete your engagement;
- **Budget** - How much resourcing you have, including both staff support and financial budget; and
- **Techniques** - Selecting the right techniques to promote and implement your engagement activities.

### *Goal and objective*

The most critical consideration is to select engagement activities that are fit for task. They should provide you with the information you need to ultimately meet your goal.

Consider a variety of appropriate engagement activities that support and/or complement each other to provide both flexibility and varied opportunity for stakeholders to participate.

## Time

The amount of time you have to complete your engagement may impact the number and type of engagement activities you conduct and the budget you will require.

You must balance what you need to do to collect a representative set of views from your selected stakeholders with the time you have available to you.

For each engagement activity, remember to evaluate the time you need to complete the whole process. For example, a focus group may only take a few hours to conduct, but it needs preparation, participant recruitment and time to collate and analyse feedback before you can report to Council and to your participants. A two hour focus group could take up to 18 hours to prepare and properly report the outcomes.

You should check the **Council Engagement Calendar** to see what other engagement activities are occurring or are being planned in the near future. There may be opportunities to link with scheduled events such as festivals or other engagement processes. In looking at your stakeholder matrix, consider what time would be the best to engage with your target stakeholders. You may also want to avoid conducting engagement activities during busy times such as school holidays or Easter/other religious events. The engagement calendar can be found on Council's intranet – Community Engagement site.

## Budget

Your budget should consider both your financial allocation and also the staff resources that you have available to manage/undertake engagement activities. Realistically, your budget should reflect the level of engagement that will be required to meet the goal and objectives you have set.

## Techniques

*Appendix F* lists a variety of techniques to promote and implement your engagement activities. The following information is provided for each technique:

- **IAP2 Spectrum** - Where this engagement activity relates to the IAP2 Spectrum;
- **Think it through** - Give consideration to whether a technique is right for your project and the stakeholders you are targeting;
- **What can go right?** - The positive elements of this technique;
- **What can go wrong?** - The limiting elements of this technique;
- **Time** - The estimated length of time you will need to adequately implement this technique; and
- **Budget** - Considerations to assist you determine a cost to adequately implement this technique.

This list has used the *IAP2 Public Participation Toolbox* as a foundation to tailor options for engagement techniques specifically for Monash City Council. This includes and expands the consideration of each technique for local government and also address time and budget. Please refer to the IAP2 website for additional techniques: [www.iap2.org.au](http://www.iap2.org.au)

A common technique is the use of surveys that can be done face-to-face, via telephone, online or mailed out. To enable comprehensive data collection across all of Monash's surveys, *Appendix G* lists the core

set of demographic questions that must be included. It also includes a list of optional demographic questions that may be included depending on the information being sought. Remember to limit the amount of demographic questions to those that are absolutely necessary to minimize the length of time it takes to complete the survey.

Promoting your engagement activities will be critical in attracting the target audiences you have identified. Council currently has a number of communications channels which can be used to promote your engagement activities (refer to Council's Intranet – Community Engagement site).

## **E. Implementation plan**

The next step is to prepare an implementation plan. This will incorporate a timeline that identifies a number of stages required to conduct and complete your engagement activities. Example stages may include:

- Preparation;
- Promotion;
- Conduct engagement activities;
- Collation and review of data;
- Feedback to Council and participants;
- Engagement report; and
- Store data.

For each stage of your implementation plan you should identify every task that will be required and the time you will need.

The implementation plan should be considered a flexible management tool. Review and update it regularly during the engagement process so that it can function to both manage and track progress.

## **F. Prepare and finalise plan**

From the steps you have undertaken above, prepare your engagement plan. A vital part of ensuring your plan is ready for implementation is to test your proposed approach. This can be done through discussing the engagement plan with one of **Council's Engagement Experts**, your project steering committee (if there is one), or **Council Advisory Committee(s)** with a specific interest in your engagement process.

## **Step 3. Engage**

Use the engagement plan to execute your engagement activities.

### **Validate your findings**

Given time and resources, validating your engagement results with a second round of engagement can be a very powerful tool. For example, if you have completed a survey and generated some quantitative data, you could balance the outcomes of that data by checking it with a focus group of stakeholders of a **Council Advisory Committee** for their qualitative feedback.

Depending on the feedback, you may wish to extend your engagement activities to gather more information from your stakeholders.

There are many ways to validate your findings and gather useful information; however, remember to be clear on what you want to achieve and ensure your process is contributing to your goal. Perhaps your initial engagement was robust enough to provide all the feedback you require to make an informed decision and/or recommendation and you don't need further validation.

## **Step 4. Analyse**

At the end of the implementation period, it is a good idea to prepare an "Engagement Report" prior to any final decision-making and/or recommendations. The first step to preparing the Engagement Report is to analyse the results and determine the trends in responses from the various stakeholders.

It is important that the views of various stakeholders are clearly articulated in your final report. Below are tips on how to analyse and interpret the views you have collected.

### **Surveys**

- If you have conducted a survey, calculate responses for each separate question.
- This can be tallied and presented in graphical format, numeric or percentage, depending on which you consider easiest to interpret and understand.
- After completing this, review the results for each section and list trends and key insights; then, write a brief commentary based on these assessments.
- Produce a report to highlight the results/findings of the survey.

### **Feedback from the Community Reference Group or Council Advisory Committee (if any)**

- Write a report summarising feedback on key issues.
- Depending on the structure of feedback received, this can be presented in graphical format (e.g. 40 per cent of residents opposed, 20 per cent of residents in support, 30 per cent of businesses in support etc.).
- Include a copy of the feedback received as an appendix at the back of your engagement report.

### **Media analysis**

- Analyse each media article or transcript of a radio or television interview to determine if the content was positive, neutral or negative and if it reached your target audience.
- Add this information to your final engagement report.

## **Community and other meetings**

- Record comments from a meeting as it is occurring and develop them into a report, highlighting the stakeholders represented at the meeting, the main issues discussed and the feedback received. Highlight those issues that are strongly supported, and those that are not.
- Add this information to your final engagement report.

## **Step 5. Feedback**

It is important to provide feedback to all the people who participated in the engagement process. Feedback should be provided to them within a set period of time once the decision has been made. If there is a delay with a decision being made you should inform engagement participants of the delay and nominate a date/time when they can expect to be informed of the decision.

### **Providing information to participants, people affected and the media**

Once a decision has been made it is important to inform the engagement participants as well as all other stakeholders that may be affected by the outcome.

They will want to know:

- What decision has been made;
- The reasons why the decision was made;
- How the engagement helped inform Council's decision; and
- If there is one, the implementation schedule.

It is important to clearly explain how the decision was made.

A copy of the final engagement report should be sent to all participants and interested parties. Refer to Council's communication channels to determine the best way to communicate your findings to all the relevant stakeholders.

## **Step 6. Evaluation / data management**

### **Evaluate your engagement**

It is essential to evaluate the efficiency and effectiveness of each engagement. You should be able to relate your outcomes and results to the objectives that were set in the engagement plan.

This will ensure that the engagement activities that were undertaken were appropriate and that subsequent engagement programs benefit from this experience.

Effective evaluation of your engagement will be greatly assisted if the implementation plan has been completed prior to commencing the engagement.

Evaluation conducted during the implementation of the engagement plan will alert you to any problem areas. Early detection means that alternative engagement activities can be developed and implemented before too many resources are committed.

### **Store your data**

It is important to store the recommendations, results and data in a central location for easy access by all staff.

### **Develop an engagement summary**

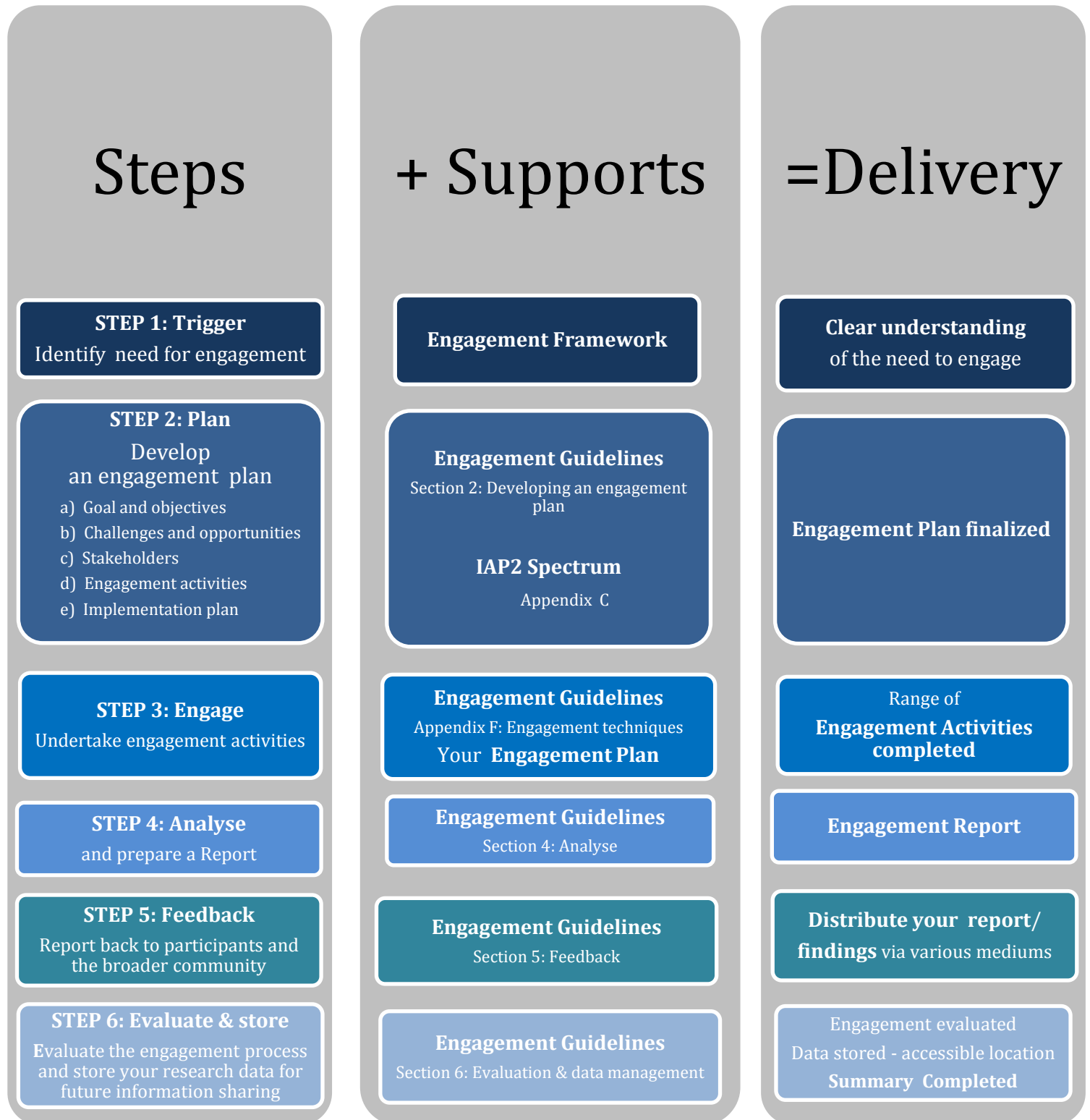
Developing a short engagement summary will build on Monash City Council's corporate knowledge and provide a useful resource for officers across the organisation.

Your engagement summary should include:

- A description of the project
- The engagement process undertaken
- Specific challenges and opportunities
- What worked well
- What you could have done differently
- Any other information that may assist other officers in their engagement planning and implementation



## Appendix A - Overview



## Appendix B - Engagement Checklist

### Monash Engagement Checklist

#### STEP 1 - Trigger

- Have you identified the need for engagement?
- Do you have a clear understanding of the need for engagement?

#### STEP 2 - Plan

- Have you determined your goal?
- Have you developed your objectives?
- Have you identified your challenges and opportunities?
- Have you researched the engagement summaries on the intranet?
- Have you held a workshop with your colleagues to refine your goal, objectives, challenges and opportunities?
- Have you identified your stakeholders?
- Have you reviewed the list of Council Advisory Committees (on the intranet)?
- Have you reviewed the IAP2 spectrum (Appendix A) and identified the level of engagement?
- Have you reviewed the information regarding how to target specific stakeholders (Appendix B)?
- Have you used the stakeholder matrix (Appendix C) to understand your stakeholders?
- Have you reviewed the engagement techniques (Appendix D)?
- Have you discussed engagement techniques with Council's engagement experts (listed on the intranet)?
- Have you decided on your engagement activities?
- Will your engagement activities meet your goal and objectives?
- Do you have adequate time to undertake your selected engagement activities?
- Do you have an adequate budget to undertake your engagement activities?
- Have you reviewed the engagement calendar on the intranet?
- Have you developed your implementation plan?
- Have you had your plan checked by an engagement expert?

### STEP 3 - Engage

- If developing a survey, have you used the standard survey questions (Appendix E)?
- Have you undertaken your engagement activities in line with your engagement plan?
- Have you recorded all your feedback?

### STEP 4 - Analyse

- Have you analysed your data?
- Have you prepared an engagement report that incorporates all the feedback you have received?

### STEP 5 - Feedback

- Have you provided feedback to Councils, all participants and the broader community?

### STEP 6 - Evaluate and store

- Have you evaluated the engagement process?
- Have you stored your data on the intranet for access by the organisation?
- Have you developed an engagement summary and stored it on the intranet?

# Hard Waste Consultation

What's it about?



*What are the options?*





# Hard Waste Consultation

What's it about?



*What are the options?*



CITY OF  
MONASH



# Waste Management Strategy

New strategy aims to improve sustainable waste management and delivery of waste service in Monash

Includes two new options for hard waste collection



# Why consider changing hard waste collection?



Residents have told us they want a more flexible service



Is current service meeting community's needs?

- Council often receives enquiries for an at-call pick up
- A fixed hard waste date does not suit University students



Most councils offer an at-call flexible service



Concerns about dumped rubbish



Potential for increased recycling

# What won't change?

No change to existing kerbside collection, your household bins will still be collected as usual

Hard waste  
will be collected  
as usual in  
**2018**



If there are any changes,  
will not be introduced until  
**EARLY 2019**



**What are the  
options?**

# Option 1

- Keep the current annual hard waste service (one pick up a year on a fixed date); with
- An additional extra hard waste collection available at a cost of up to \$150 (accessing an at-call service at any time of the year on a date you choose).
- This option is essentially the same as what you have now:
  - The fee will be set on a cost recovery basis only
  - **If you do not take up the at-call service you do not pay any extra.**

# Option 2

An enhanced hard waste collection service  
on a date you choose with:



2 at-call  
hard waste  
collections



2 at-call  
bundled green  
waste collections



2 at-call  
cardboard  
collections

Expect about a \$12.70 - \$17.80 increase for this new service.  
This cost will be included in your new environmental charge.

# Option 2

**CITY OF MONASH** TAX INVOICE  
Phone: (03) 8538 2552  
Email: [mail@monash.vic.gov.au](mailto:mail@monash.vic.gov.au)  
ABN: 22 118 971 817

**Rates notice**

**PROPERTY DETAILS**

**ASSESSMENT NO.**  
Notice Issue Date  
Date Rates Decided  
Capital Improved Value (CIV)  
Site Value  
Net Annual Value

**DETAILS OF RATES, CHARGES AND LEVELS**

Average property CIV value  
**\$899,599**

Current rate  
**\$1,390.09**

New rate  
**\$1,205.25**

**PENALTY INTEREST** Amounts and late payment will be charged interest. For more information, visit [www.monash.vic.gov.au](http://www.monash.vic.gov.au)

**PAYMENT METHODS** - See table below, see overleaf. @ is a tag for mail, unless this is a direct payment only.

**Post Billpay** Billpay Code: 0547 Ref:

**BPAY** Biller Code: 1826 Ref:

By cheque 11 22 41 21 01 0 0001  
In person at the City Office  
Via internet [www.monash.vic.gov.au/billers](http://www.monash.vic.gov.au/billers)


By cheque 11 22 41 21 01 0 0001  
In person at the City Office  
Via internet [www.monash.vic.gov.au/billers](http://www.monash.vic.gov.au/billers)

PROPERTY:

DEBITS:  BANK:  SEARCH:

FOR CREDIT OF MONASH COUNCIL \$

+



**Bin Charge**

\$165 (120L)  
\$289 (240L)

+

**Enviro Charge**  
\$73

**Hard Waste**  
(includes \$12.70 - \$17.80 cost)

=

**Total Rates and Waste Charges**




# Option 2



Your house is valued at \$899,859 (CIV)

Current rate	-	New rate	=	Savings
\$1,390.09		\$1,205.25		\$184.84



Environmental Charge \$73.79




Bin charge \$165

+

=

\$238.79



\$238.79 - \$184.84 = \$53.95 (the amount you pay)

Cost of new at-call service : \$1.0 to \$1.4 million

÷

78,000 Monash ratepayers

=

\$12.70 - \$17.80 (included in \$73.79 environmental charge)

# Option 2

## This option includes:

- A reduction in your general rates charge
- A separate Environmental Charge (based on Capital Improved Value of your property) that covers the hard and green waste collection and other services like street sweeping and public toilet cleaning
- A Bin charge – one charge only for your three bin service:



- Either \$165 if you have a 120L garbage bin, (includes green and recycle bins)
- Or \$289 if you have a 240L garbage bin , (includes green and recycle bins)
- Also \$289 for a 240L garbage bin for commercial properties

# Option 2

## Pensioners

We're asking you:



- Do you support a discount for pensioners (up to 50%) on a 120 litre garbage bin as part of Option 2?
- Ratepayers would subsidise at about \$14 per year

Council has not decided on pensioner discount, your feedback will guide the decision.

# Next steps?



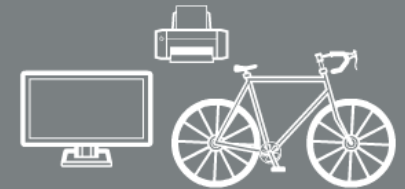
Survey closes  
**11 December 2017**



**April 2018**  
Council adopts  
draft budget with  
Option 1 or 2



Community  
advised of  
decision



August – September  
usual hard waste  
collection takes place  
(regardless of any change  
to the service)



# Hard Waste Consultation

## Questions?



CITY OF  
MONASH





# Proposed New Monash Hard Waste Service

**We know that waste services are one of the most important services that we provide to you. We want to do more than meet your expectations with our waste services – we want to exceed them. That’s why we are looking at new options for our hard waste service, based on feedback from residents.**

In our most recent consultation with our community, many residents told us they would prefer the flexibility of an at-call hard waste collection service. We’ve considered this feedback and have developed two options for you to consider.

## Option 1 - Existing Annual Hard Waste Collection

This is based on the current service and involves keeping the existing annual hard waste collection. There would be an additional option of booking a further at-call hard waste pick-up for a cost of up to \$150 to the householder.

### Option 1 Pros

- » specified time when hard waste is collected
- » people know when the service is coming and what to expect
- » no change to cost, you only pay extra if you book an additional collection.

### Option 1 Cons

- » issues with illegally dumped rubbish across the city at times outside collection
- » there is no capacity for you to choose when your hard waste is collected
- » some residents may find it difficult to take larger packaging materials to the waste transfer station for recycling outside of the annual collection.

## Option 2 - New Enhanced Service

This is an enhanced service that offers up to six at-call collections each year, two for hard waste, two for bundled green waste and two for cardboard. These can be booked by every household at any time during the year.

We believe we can offer these enhanced services to you for an increased cost of \$12.70-\$17.80 per average residential property. The exact cost will not be known until we tender for the new service.

### Option 2 Pros

- » flexibility - you choose when you want your hard waste collected
- » improves recycling and provides more choice in what items can be picked up
- » reduces dumped rubbish around the city.

### Option 2 Cons

- » hard waste will be out at different times all year
- » increased cost.

With Option 1, the only additional cost is if you choose to book the extra at-call service.

Option 2 will see a change to your rates notice. Your rates notice would include an environmental charge and a bin charge. Your general rates will reduce as it will no longer include Council’s waste costs in the general rate. The overall impact for this new service would be an average increase in what each ratepayer pays of approximately \$12.70-\$17.80. **You can find out more about the costs overleaf.**

With Option 2 residents will be able to book their at-call service pick-up before noon the day before their usual bin service and our team will pick both up around the same time, **limiting the time the hard or green waste, or the cardboard is left out on the naturestrip.**

**Your weekly garbage and fortnightly recycling and green bin collections do not change.**

## Answers to key questions

### How will Option 2 be paid for?

It is proposed that the increased costs to Council of introducing the enhanced hard waste service would be funded through removing waste costs from the general rates and recouping these costs through the environmental charge and bin charge. This means that you would see a reduction in your general rates but will see a new environmental charge and bin charge on your rates notice.

The only additional cost for the new service is the difference in the cost between the existing annual hard waste collection and the new enhanced service.

### What is the new environmental charge?

The environmental charge would cover Council's cost of services such as at-call waste collections, dumped waste, street sweeping, public toilet cleaning and street bin clearance. This charge would replace the amount for these services already collected in your rates and be based upon CIV property value. The environmental charge on the average residential property of \$899,859 would be about \$73 and includes the increased cost for the new at-call services. This cost is likely to be in the order of \$1 million - \$1.4 million, which translates to an additional charge on average to the ratepayer of between \$12.70 and \$17.80.

### What is the new bin charge?

This charge covers the standard kerbside collection services (120 litre weekly garbage pick-up, the fortnightly 240 litre recycling and the 240 litre green waste kerbside collection). The bin package charge will be \$165 if you have a standard 120 litre bin for garbage collection or \$289 with a larger 240 litre garbage bin. These charges are based on the actual cost to Council for the kerbside collection services: weekly garbage bin and fortnightly recycling and green waste services.

### What if I just want a garbage bin, not recycling or green waste?

The bin charge is a standard fee and includes all three bins. There is not a separate fee for each bin.

### Is there a concession for pensioners?

Council is considering a discount of up to 50% as part of Option 2 for pensioners. Under this model, pensioners will have some of the cost subsidised by other ratepayers at around \$14 per annum. As part of the survey we are seeking your feedback on this.

### How will this work?

Under proposed Option 2, you will retain your three bins and if you choose the standard 120 litre bin for the garbage collection, it will cost \$165 and if you choose a larger 240 litre bin for your garbage collection, the cost will increase to \$289. Pensioners (with a 50% discount on a 120 litre bin) will pay around \$83.

Below are some **examples** of costs based on the Capital Improved Value (CIV) of your property.

#### \$899,599 - CIV property value

Current rate → New rate  
\$1,390.09 → \$1,205.25

Environmental charge \$73.79 + bin package charge of \$165

Total increase: \$53.95

**Total pensioner savings: \$28.55**  
(includes pensioner discount)

#### \$1.5 million - CIV property value

Current rate → New rate  
\$2,317.19 → \$2,009.07

Environmental charge \$123.01 + bin package charge of \$165

Total savings: \$20.11

**Total pensioner savings: \$102.61**  
(includes pensioner discount)

*\*Pensioners will continue to receive the State Gov rebate of \$223.80 and a \$50 Council rebate on their rates.*

### Find out more:

**By attending** an information session:

- » **Thurs 9 Nov** (10am-noon & 6-8pm) Monash Civic Centre, 293 Springvale Road, Glen Waverley
- » **Thurs 16 Nov** (1.30-3.30pm) Monash Seminar and Training Centre, 1A Atherton Road, Oakleigh

**By calling** us 9518 3555.

If you want to know more about Council's waste strategy you can read it here:  
[www.monash.vic.gov.au/waste-strategy](http://www.monash.vic.gov.au/waste-strategy)

23 March 2018

Dear Resident

## An Update on the Recycling Crisis Facing Australian Councils

You may be aware of recent media reports about issues with the processing of recycling materials following China's ban on receiving recycling from overseas. This has thrown Australia's recycling industry into crisis and placed many council household recycling collections in jeopardy.

I am pleased to advise that earlier this month Monash Council has secured the future of our household recycling service with our service provider despite the volatility and uncertainty which is currently affecting the recycling industry. Your household recycling will continue to be collected as usual into the future. Unfortunately, other communities across Victoria do not have that certainty.

However this has come at a significant cost. The China ban has resulted in recycling companies no longer offering a rebate to Victorian councils as they have in the past. Instead, recycling companies will now charge a fee for processing household recycling. Monash Council was previously receiving a rebate each year from our contractor for household recycling. From this month, we are now required to pay to maintain the collection service.

This is an unexpected net cost to Council of \$1.5 million per year. As the Council with the lowest rates in Victoria, we have only limited choices in how we can fund such an unexpected shortfall. There are essentially two options:

1. We could cut Council services by \$1.5 million; or
2. We could seek to increase rates and charges by \$1.5 million.

We know that the core services we provide are important to most residents and we do not think that cutting these services to raise funds is the best way of funding the shortfall.

So we are seeking a small variation to Council's rate cap to raise the extra funds needed. If approved by the state government, this would mean that instead of a rate increase of 2.25% in the 2018/19 financial year, rates would be increased by 3.5%. The cost to ratepayers would be around \$20-\$23 a year. We have included a discount to pensioners in this cost, which Council will consider, because a strong majority of the Monash community has told us that supporting our pensioners is important.

In order to make a variation to the rate cap, we need approval from the Essential Services Commission (ESC). It may take some time before we hear from the ESC about their decision but we will let you know when we do.

If the request for a variation in the rate cap is unsuccessful, Council will consider introducing a limited waste charge to meet these increased costs. This charge will only be used to recoup the increased recycling costs.

Frankly, this is not where we expected to be. Just six weeks ago and before this crisis hit, Council had decided that we would not introduce a waste charge after receiving community feedback on our recent hard waste consultation. But the recycling landscape has since changed significantly which has unfortunately forced our hand.

Kerbside recycling is an essential service for our community and we are relieved that it will continue in Monash without any interruption. Please keep recycling with the confidence that it is being properly processed and not going to landfill. We are determined to press Victoria's recycling industry to do much more to improve its efficient processing of recycling to maximise the environmental benefits of reuse. We are also actively encouraging the state and federal governments to do more on product stewardship standards to reduce packaging volumes.

We will continue to keep you informed about this issue through the Monash Bulletin and on our website at [www.monash.vic.gov.au/recycling-crisis](http://www.monash.vic.gov.au/recycling-crisis). Please do not hesitate to call us with any questions on 9518 3555.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Paul Klisaris', with a long horizontal flourish extending to the right.

Cr PAUL KLISARIS

Mayor



**Monash City Council** @MonashCouncil · Feb 1



Monash Council has listened to the views of ratepayers and residents about what kind of hard waste collection they want, voting at Tuesday's meeting to retain the current service, with the option of an additional pick-up.



### **Current hard waste collection to stay with one new...**

Monash residents have voted overwhelmingly to retain the current hard waste collection, with the option of an additional pick-up, and Council has listened and suppo...

[monash.vic.gov.au](http://monash.vic.gov.au)



# Community Consultation for 2017-21 Council Plan and 2017/18 Budget

## Overview of feedback

### Executive Summary

The Monash community was engaged during November to identify:

- medium term challenges, opportunities and areas to focus on (relevant to the Council Plan);
- improvements to be considered for the next year as well as Council's financial management (relevant to Annual Budget); and
- feedback on waste services and thoughts on a waste charge (Waste Strategy).

Some 174 people contributed their thoughts and suggestions through: face-to-face consultations; an online survey; online forum; or through directly emailing or phoning an officer. Over half participated through face-to-face sessions at Eaton Mall, Oakleigh or at Hamilton Place, Mount Waverley.

The most common issues raised by the community (in order) are not surprising:

1. Parking – need more, congestion in streets;
2. Development – pressure on infrastructure, amenity loss;
3. Footpaths – repairs, overhanging vegetation;
4. Transport – traffic congestion, pot holes; and
5. Rate cap & maintaining low rates.

## Process

The Monash community was able to contact Council officers with their feedback between October 31 and 25 November, through:

- online survey;
- online discussion;
- email;
- phone; and
- face-to-face, at Budget stalls

The four face-to-face Budget stalls were:

- Outside Glen Waverley Library, Kingsway, Saturday 5 November, 10am-noon;
- Eaton Mall, Oakleigh, Thursday 10 November, 4pm-6pm;
- Hamilton Place shopping centre (Mount Waverley), Friday 18 November, 11am-1pm; and
- Waverley Gardens shopping centre (Mulgrave), Saturday 19 November, 10am-noon.

The consultation was promoted through the Monash Bulletin, Council's website [www.monash.vic.gov.au/About-Us/Council/Have-Your-Say/Give-us-your-ideas-Council-Budget-and-Council-Plan](http://www.monash.vic.gov.au/About-Us/Council/Have-Your-Say/Give-us-your-ideas-Council-Budget-and-Council-Plan), Council's Twitter and Facebook accounts at the end of October and the Leader newspaper in the week of 7 November.

The common questions built on those asked in the 2016-17 Budget consultation with the addition of a question about the Waste Strategy and proposed Waste Charge and two questions asking about longer term challenges and focus areas (Council Plan):

1. What do you see as the major challenges and opportunities facing Monash over the next 4-5 years?
2. What areas do you think Council needs to focus more, or less on, over the next 4-5 years?
3. Are there services or infrastructure Council provides that you think should be improved in the next year with more funding? What improvement do you think could be made and what is the benefit you see from this?
4. Are you satisfied with Council's financial management and its focus on keeping rates low?
5. Council is developing a waste strategy and is planning to introduce a waste charge. There will be substantial community consultation about this in February next year. Do you have any feedback on waste services? What are your thoughts on the waste charge?



## Responses

Most people contributing in this consultation were engaged through the face-to-face sessions (76%). Given that all households receive the Monash Bulletin, and this gave prominent coverage to the Council Plan & Budget consultation, logically it is reasonable to assume that most residents are comfortable with Council's direction and the services it provides. This view would be consistent with the annual Community Satisfaction Survey where residents report high satisfaction levels with Council's *Overall Direction* and *Overall Performance*.

Method	Respondents	%
Online Survey	28	16%
Online Discussion	3	2%
Email	3	2%
Phone	8	5%
Face-to-face	132	76%
Total	174	

Two locations / times proved successful in engaging the community: Eaton Mall and Hamilton Place generated 71% of the face-to-face feedback, and 54% of all the feedback from the consultation. When interpreting the consultation results we need to be mindful of where and when the feedback was drawn from.

Face-to-face	Respondents	%
Glen Waverley Library	27	20%
Eaton Mall, Oakleigh	48	36%
Hamilton Place, Mount Waverley	46	35%
Waverley Gardens, Mulgrave	11	8%
Total	132	

Overall, more females (55% of those reporting their gender) contributed feedback to the consultation than males.

Gender	Respondents	%
Female	83	48%
Male	68	39%
Not reported *	23	13%
Total	174	

\* Not recorded: people completing the survey were not asked their gender, however for some people this could be worked out if they provided their name.

Of those reporting where they lived in, Oakleigh, Mount Waverley and Glen Waverley were the most common suburbs.

Suburb	Respondents		Suburb % of Monash
	#	%	
Ashwood & Burwood	5	4%	5%
Chadstone	3	2%	5%
Clayton	5	4%	10%
Glen Waverley	27	22%	22%
Hughesdale	5	4%	4%
Mount Waverley	30	24%	18%
Mulgrave	9	7%	10%
Notting Hill	0	0%	2%
Oakleigh	35	28%	5%
Oakleigh East & Huntingdale	0	0%	4%
Oakleigh South	2	2%	3%
Wheelers Hill	3	2%	11%
Total	124		

Fifty respondents were traders, lived outside Monash or did not record the suburb where they lived. People completing the survey chose whether to provide their suburb or not, and those completing the face-to-face feedback often were in a hurry and just provided a comment.

Other	Respondents	
Traders	6	12%
Outside Monash	2	4%
Not reported	42	84%
Total	50	

Some community members raised specific matters that officers treated as customer service requests directing them to specific Managers to address or through to the Customer Service Department to process. These requests are not counted or included in the consultation report.

## Key themes

Respondents answered questions as they saw fit (online survey), or their responses were recorded under the most appropriate question (face-to-face interviews). Most people commented upon improvements they were seeking from Council (Budget), or more general areas for Council to focus on (Council Plan).

Question	Respondents	%
1. Major challenges & opportunities for next 4-5 years	98	56%
2. Areas Council should focus on more over next 4-5 years	113	65%
3. Improvements to services or infrastructure next year	150	86%
4. Satisfied with Council's financial management	79	45%
5. Waste strategy & charge	81	47%
Total	174	

### Challenges & Opportunities over next 4-5 years

Respondents raised development and parking as the two most common challenges facing Monash over the next 4-5 years. Development was a concern in terms of the need to grow infrastructure to meet the increased population, the sense that areas are becoming over-developed and that amenity is being impacted, such as a decline in the amount of trees and vegetation. Provision of parking was another common theme.

Challenges	#	Example comments
Development	27	<p>“Providing more green open space for residents and growing populations. Making sure Oakleigh is not ‘overdeveloped’”</p> <p>“Believes high-rise apartments do not have adequate car parking assigned”</p> <p>“Insufficient infrastructure and services for the predicted population growth in the area”</p>
Parking	23	“Increasing car parking around activity / shopping centres”
Transport	13	“Increasing traffic”
Footpaths	12	<p>“Maintenance of footpaths”</p> <p>“Maintaining safe footpaths and prune overhanging trees”</p>
Rate Cap	9	<p>“Monash needs to dramatically contain spending in order to deliver lower rates to stakeholders”</p> <p>“The challenge is to keep yearly rates increases at a minimum or even better no increase from the previous year whilst still providing those services that the Monash ratepayers expect to be delivered”</p>
Safety	8	<p>“Public safety around Mount Waverley”</p> <p>“Creating a quality life style for the residents of our community. Simple things such as being able to enter and leave your property”</p>
Trees	6	“Beautification - looking after the green open spaces, parks and trees”
Aged Services	4	“Providing opportunities for the ageing population to exercise in an appropriate and affordable manner”
Drainage	2	“Drainage and keeping street and roads clean”
Miscellaneous	24	<p>“Keeping strong variety of shops at local activity centres - e.g. Mt Waverley”</p> <p>“Clayton, one of Monash's hot spots has been neglected by the council for years”</p> <p>“Cleaning of playgrounds”</p>
Total	128	

### Focus on more or less

A key focus for respondents was maintaining and improving Activity Centres, followed by the need to provide / improve parking. A few respondents felt Council needed to keep property rates down and could keep costs down by focusing on basic services. Development was raised by some people as an area on which Council should focus, including managing increased traffic.

Improvement	#	Example comments
Activity Centres	20	<p>“Work hard to keep the village feel in Oakleigh”</p> <p>“local activity centres - promoting variety of shops for convenience of local residents”</p> <p>“We love the trees in Oakleigh Village - important &amp; beautiful”</p>
Parking	14	<p>“More Parking needed in Glen Waverley Activity Centre”</p> <p>“Carpark at Hamilton Place needs better signage. In particular where there is “No Exit”. It's very dangerous. There are always accidents in the carpark.”</p>
Rate Cap & Basics	13	<p>“Focus more on keeping rates down”</p> <p>“basics - roads and footpaths libraries parks rubbish collection animal management”</p> <p>“Rates have risen substantially over the last 10 years so this needs to be a major focus. How retirees afford their rates now is a mystery. This community consultation to garner exactly what is important to people is a good step. My priority is to cut the excess, cut the extravagant capital works spending and focus on the rates.”</p>
Development	13	<p>“Work hard to make sure services &amp; infrastructure increased with population”</p> <p>“Stop the removal of trees, it's happening too often with all the new developments”</p> <p>“Reducing high rise developments”</p>
Footpaths	12	<p>“Need a Bus shelter in Johnston St Oakleigh and repair the footpath at the bus stop”</p> <p>“Fixing cracked footpaths - important for pedestrian safety”</p>
Transport	11	<p>“Fix pot holes on Stephenson’s Road and Waverley Road”</p>
Parks	7	<p>“Open space reserves and need to keep the green canopy”</p> <p>“More parks &amp; gardens &amp; trees - with the increasing number of apartments”</p>
Libraries	6	<p>“I love the Oakleigh Library - us mums we meet there - in the children’s section - and then we take our babies out for walks around the village”</p>
Trees	6	<p>“Trees are obstructing St Albans Street, street lighting, it’s very dangerous.”</p>
Cycling	5	<p>“More bike tracks”</p>
Sports	5	<p>“Have fencing around sports grounds in particular cricket grounds to stop dogs damaging grounds”</p>
Playgrounds	5	<p>“love the upgrades at local parks and playgrounds for young children”</p>
Older resident	4	<p>“Supports for older people are vital”</p>
Miscellaneous	16	<p>Included: drainage; events &amp; festivals; safety; community facilities.</p>

### Improvements in next year

Parking and footpaths were the two most common areas for Council to work on improvements in the next year, according to respondents.

Improvement	#	Example comments
Parking	25	"Car parking is not adequate at present especially with all new planning permits"
Footpaths	21	"Overhanging vegetation - is this enforced equitably? Is this just complaint based?"
Parks & Playgrounds	16	"More horticulture staff needed at Valley Reserve to reduce the amount of weeds" "More facilities for children in parks/playgrounds - 5years and up" "Upgrade Bogong & Central Reserve: need water taps & BBQ facilities"
Development	14	"Will Council stop nursing home at Valley Reserve?" "More gardens around houses, stop impact of McMansions"
Transport	12	"Traffic planning & management to avoid congestion & ensure road safety"
Recreation	11	"Cricket club rooms at Oakleigh, too small, need updating"
Libraries	9	"Oakleigh library needs to be updated" "WE want Mt Waverley Library Open on Sundays - like the Glen Waverley Library is open - such a great service."
Safety	8	"Police presence at weekends required for better surveillance & safety" "Like to see CCTV in Kingsway strip"
Rate Cap	7	"All services must be constrained to ensure that total rates and charges do not exceed the cap set by Vic. Government" "None. There should be a "stocktake" of the top 20 - Money spent versus perceived / actual benefit to the community and let's cull the bottom 5"
Older residents	6	"Improve HACC services to assist people living at home longer, i.e. Provide more services"
Trees	6	"more suitable street trees, cost & effort of pruning, changes too often, still planting some trees as previously had problems with"
Waste Mgt	6	"Clamp down on recycling in waste bins"
Cycling	6	"Bike paths, on road and off road. Reduced congestion, greater bike participation with proper infrastructure"
Street Lights	5	"Street Lighting should be better in residential streets - as feel bit unsafe at night when I'm out and about"
Miscellaneous	39	"Rental property next door - issue with rats, appears derelict. Uni students living there" "North Road & its verges need better maintenance, cleaning, mowing"
Total	191	

## Council's Financial Management

Overall, respondents were positive about Council's financial management (43 out of 61 who commented on this question). Some residents felt rates were too high, or were unaffordable for them, and others that low rates or being debt free was not necessarily the best long-term plan.

Satisfied with Financial Management	#	Example comments
Yes	43	<p>"Very satisfied with Council I think they are doing a great job"</p> <p>"Yes but we do not agree that any separate charge for waste collection in addition to general rates shall not exceed the Vic. government cap"</p> <p>"If you plan something for Clayton, instead of the concentration on Glen Waverly and Oakleigh, I am happy to pay more"</p>
No	12	<p>"No. Our rates have been exploding and financial management is now an urgent issue. Council should be focussed on reducing its overall budget by 10-20% over the next 3 years and returning capital to stakeholders. Residents can't afford the monstrous level of rates now being imposed"</p> <p>"Council needs to tighten its belt. Large rate increases resulting from revaluations are hurting pensioners - they cannot afford this. More rebates necessary. The CIV has contributed to higher rate costs also."</p>
Mixed	6	<p>"Being debt free may not necessarily be a good thing with interest rates been so low. Borrowing in this current financial market to build on infrastructure is a good thing and is in favour of it."</p> <p>"Lowest rates is not necessarily the best strategy. Infrastructure and services cost. If we want a better than average standard of living and facilities then we need to pay for it somehow. Look at the sporting facilities and support the residents of neighbouring municipalities get from the council"</p>

## Waste Strategy & Waste Charge

Only 81 (47% of 174) respondents commented on the question about a waste strategy and the introduction of a waste charge.

Support Waste Charge	Respondents	%
Yes	14	17%
No	38	47%
Partial	4	5%
Not Stated	25	31%
Total	81	

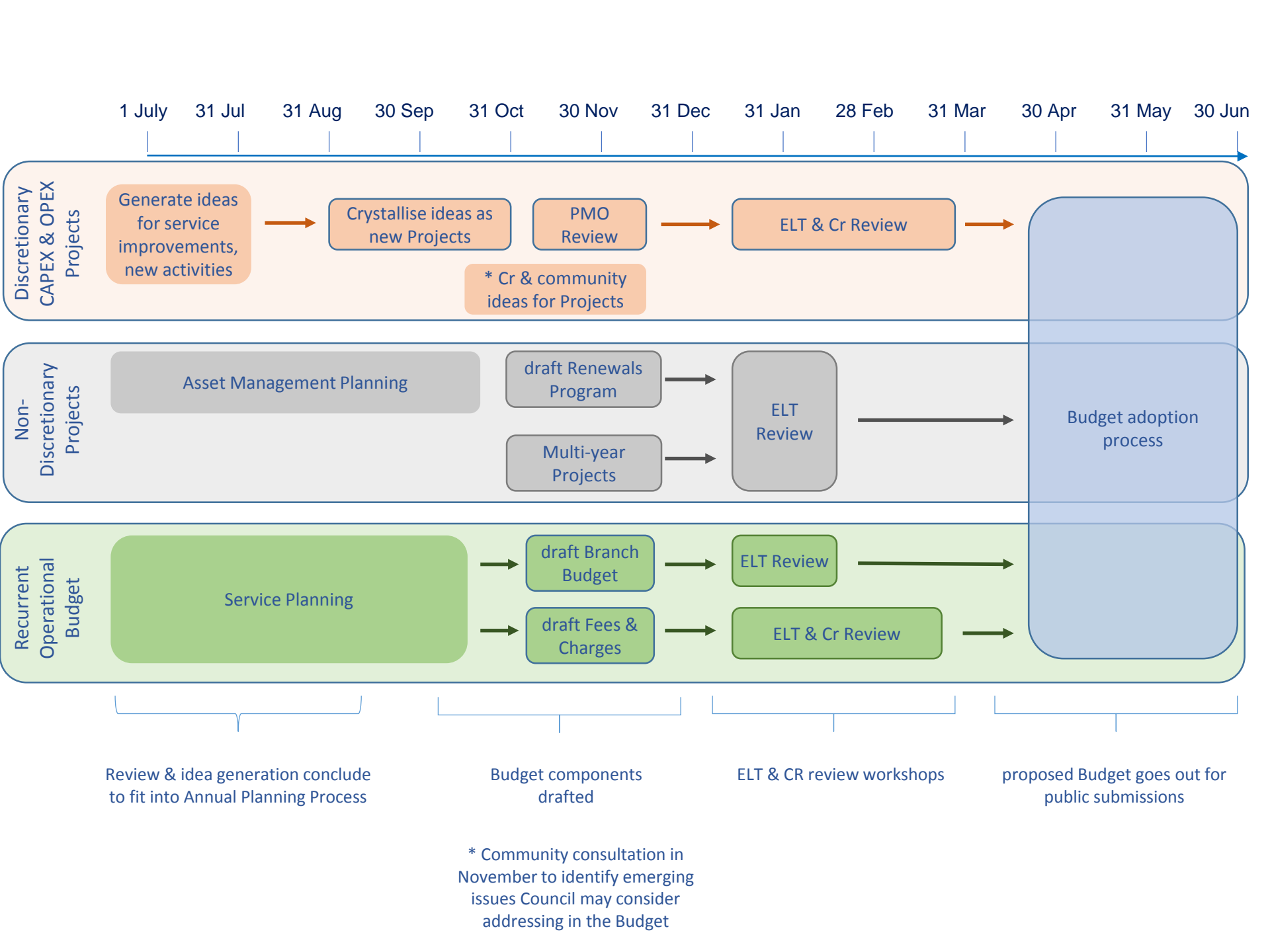
Of the respondents who commented, 17% were in favour of a charge whilst 46% were against it, and 6% were partially supportive. Those commenting against the introduction of a waste charge saw it as a service they already received and therefore it shouldn't be separated out from general property rates. Those in favour of a separate charge tended to frame their support as dependent upon a quality service still being provided.

Waste Charge	#	Example comments
No	38	<p>"I cannot believe that the council intends to charge for waste disposal on top of the exorbitant rates already charged. That is outrageous and I would not support this initiative at all"</p> <p>"The massive rates already paid cover waste and I can't imagine what this could possibly be. I am strongly opposed to any changes that see overburdened rate payers stung with any further charges."</p> <p>"A waste charge is unfair, rubbish collection should be included in rates and paid for by all ratepayers in the same way as maternal health, libraries and certain sporting facilities are paid for by council rates. They are not necessarily used by all rate payers. You will create the problem of others using your bin after it has been placed out for collection!"</p> <p>"Cannot see this working, people will find ways for others to pay their cost rather than put out their own bins"</p>
Yes	14	<p>"Happy with a waste charge"</p> <p>"Happy with waste charge as long as a good service is provided"</p> <p>"Not concerned with a waste charge as long as service doesn't suffer"</p>
Partial	4	<p>"Waste charges can be brought on the investment properties and not on the prime residential properties"</p> <p>"Agrees to some extent but not fully understanding of it"</p>



Of those who commented on waste services, access to more or on-call hard waste collection was a common response.

Waste Topic	#	Example comments
Hard waste	12	<p>“Need to have on-call services for hard waste collection from households”</p> <p>“Can we have one pick up rubbish free call service”</p> <p>“We should have 2 hard rubbish collection per annum”</p>
Green waste	2	<p>“green waste cost should be relative to who generates it”</p>
Garbage	2	<p>“Would like larger bins”</p> <p>“rubbish collection trucks are often careless. Sometimes bins aren't emptied, rubbish is sometimes scattered everywhere and nothing is done about it”</p>
Recycling	5	<p>“More recycling to reduce impact on landfill”</p> <p>“The waste footprint can be reduced by more items permitted to be recycled: batteries (AA, AAA, C, D size and all mobile or e-waste type); plastic bag collection points”</p>
Other	14	<p>“E-Waste”; “Transfer station is expensive”; “I think residents should get one free tip voucher p.a.”</p>



## **Statutory Reserves**

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenue for Council, they are not available for other purposes.

### **Statutory Reserves comprise:**

#### **Drainage Reserve**

New property developments are required to make a contribution towards Council's strategic drainage system where the development impacts on the current system. These funds are maintained by a catchment area and when any strategic drainage projects are undertaken, funds in that catchment area's account are utilised to fund the works.

#### **Parking Reserve**

When a development will increase the parking requirements for a centre, the developer is required to pay a predetermined amount per additional parking space needed.

#### **Public Open Space Reserve (POS)**

The Monash Planning Scheme states that a person who proposes to subdivide land must make a contribution to Council for public open space (being a percentage of the land intended to be used for residential, industrial or commercial purposes, or a percentage of the site value of such land, or a combination of both). If no amount is specified, a contribution for public open space may still be required under section 18 of the Subdivision Act 1988.

## **Discretionary Reserves**

Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. The decisions about future use of these funds have been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan.

### **Discretionary Reserves comprise:**

#### **Development Reserve**

This Reserve (formerly named the Aged Residential Care Facilities Upgrade Reserve) provided for future capital upgrades and refurbishment at Council's Aged Care facilities. Following the divestment of Council's Aged Care facilities in 2013/14 the Reserve was renamed to reflect Council's desire to utilise the funds for wider municipal development.

#### **Superannuation**

Council decided, as part of the Budget for 2016/17, to create a Reserve and set aside funds in the event of there being another superannuation call. A call to top up the Defined Benefits Superannuation Fund could arise if the Fund's performance was well below the targeted – Vested Benefits Index (VBI) of 100% set by the Australian Prudential Regulation Authority (APRA).