



CITY OF
MONASH



ANNUAL Report

2022/23



INDIGENOUS ACKNOWLEDGEMENT

Monash Council acknowledges the Traditional Owners of this land, the Wurundjeri Woi Wurrung and Bunurong People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander peoples.

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WELCOME

Monash Council is proud to present this 2022/23 Annual Report to our community.

This report provides a comprehensive account of our operations for the 2022/23 financial year including major projects, challenges and what we hope to achieve in the year ahead. It also sets out how we met the objectives in our key strategic document, our *Council Plan 2021-2025*, as well as important information on our finances, governance and our organisation.

All Victorian councils are required to prepare an Annual Report in accordance with the *Local Government Act 2020* and present it to a Council meeting prior to 31 October.

At Monash, we see our Annual Report as not only meeting our legislative obligations, but as a key document for our community, providing a detailed account of how we performed over the past 12 months. The content provided in the Annual Report is reviewed every year and is guided by best practice in local government reporting.

Your feedback is important, and if there's anything you would like to see in this report, please let us know by

✉ mail@monash.vic.gov.au or 📞 9518 3555.

Our Annual Report is set out in the following sections to make it easier to read:

1

HIGHLIGHTS

Our major highlights, achievements and challenges during the year including major successes, sustainability initiatives, advocacy, how we are building capacity in our community through engagement and consultation, our events calendar, awards, grants and funding, services we provide to our community, CEO's and Mayor's messages and a financial overview of our operations.

2

GOVERNANCE

Information about governance as part of our commitment to providing good governance and ensuring that all our operations are open, transparent and accountable.

3

OUR COUNCIL

General information about Monash, our councillors, staff numbers, organisation structure, equal opportunity, learning and development, and employee safety and wellbeing.

4

OUR KEY STRATEGIC OBJECTIVES

Details on how we have met our four key Strategic Objectives set out in our *Council Plan 2021-2025*. These are: Sustainable City; Inclusive Services; Enhanced Places; and Good Governance.

5

OFFICIAL STATEMENTS

Includes our Performance Statements and the Auditor-General's Report on our performance.

6

FINANCIALS

Detailed account of our financial statement for the year and the Independent Auditor's report.



SECTION ONE

HIGHLIGHTS



OUR PROFILE OF OUR CITY

Monash is a culturally diverse community in Melbourne's south-east suburbs and is home to 194,707 residents.

Our City covers 81.5 square kilometres and includes the suburbs of Ashwood, Clayton, Glen Waverley, Hughesdale, Huntingdale, Mount Waverley, Mulgrave, Notting Hill, Oakleigh, Oakleigh East, and Wheelers Hill. Parts of Chadstone, Burwood and Oakleigh South are also included in Monash.

We are one of Melbourne's largest councils, serving a large, established community, and we provide a wide range of services to our residents.

Snapshot of Monash

- ◇ 194,707 residents
- ◇ 76,177 dwellings
- ◇ 52 per cent of our residents speak a language other than English at home
- ◇ 41.2 per cent of our residents aged 15+ have a university qualification
- ◇ 50.4 per cent of our residents were born overseas
- ◇ The median age of our residents is 38 years
- ◇ Participation in the labour force is 61 per cent (55.2 per cent full time and 33.3 per cent part time)
- ◇ 32 per cent of residents in the workforce are professionals
- ◇ 67.5 per cent of residents travel outside the area to work
- ◇ In Monash, Education and Training is the most productive industry, generating \$1.969 billion in 2021/22 (most recent available information), followed by Wholesale Trade, which generated \$1.918 billion
- ◇ There are 24,362 local businesses
- ◇ Health care and social assistance is the largest employer, generating 21,428 local jobs in 2021/22 (most recent available information)
- ◇ 35.2 per cent of households are couples with children
- ◇ 21 per cent of households are lone person
- ◇ In 2021/22 (most recent available information), over \$12 billion of goods and services were exported out of Monash
- ◇ 12.9 per cent of our residents do voluntary work
- ◇ 10,973 people or 5.8 per cent need help due to a disability.

COMMUNITY VISION



Monash is the most liveable city in Victoria. Monash is a city that gives more than it takes. It:

- ◇ Shares its surplus
- ◇ Thrives through its rich diversity
- ◇ Empowers its community to live healthy, connected lives
- ◇ Nurtures innovation and prioritises sustainability
- ◇ Is a liveable place where we all belong.

OUR MISSION



Monash 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.

OUR VALUES



At all levels in our organisation, people are expected to demonstrate the following three core values:

ACCOUNTABILITY

We are responsible for our actions and behaviours every day

- ◇ I strive for excellence in my role and in my contribution to my team, organisation and the community
- ◇ I use initiative to continuously improve outcomes for staff and the community
- ◇ I provide quality and responsive service to everyone
- ◇ I will promptly and effectively respond to behaviour that is contrary to our values and behaviours.

RESPECT

We value diversity and appreciate others

- ◇ I treat others fairly, equitably and objectively
- ◇ I recognise and value strength in diversity of people and their ideas.
- ◇ I am honest and ethical in my interactions with colleagues and the community
- ◇ I will show consideration and communicate in a timely manner with everyone.

TEAMWORK

We work collaboratively to achieve shared goals

- ◇ I share my knowledge, skills and experience with everybody
- ◇ I support others to achieve goals and celebrate success
- ◇ I strive to work smarter and cooperatively with all my work colleagues
- ◇ I choose to work with a positive attitude with others.

INTERESTING STATISTICS FOR 2022/23

9,007

mattresses collected and recycled free of charge during the Annual Hard Waste collection period

Library

323,903

downloads of our library services eResources - eBooks, eAudio and eMagazines, eMovies, online family history resources, research databases and language and learning eResources

Monash Libraries hosted

2,645

events with

57,272 attendees


748km

of sealed local roads

Collectively more than

17,045km

of roads swept over the year



89,894 trees, shrubs and groundcovers were planted in reserves

1,124 planning applications were received

1,617 street trees planted

Our Customer Experience team responded to

8,945 interactions through Webchat

92,946 members of the public visited our Monash Recycling and Waste Centre

1,397.72 tonnes of cardboard and paper recycled through the Monash Recycling and Waste Centre

67,757 tonnes of waste (garbage, recycling and green waste) collected

12.9% of our residents do voluntary work



PERFORMANCE HIGHLIGHTS

Council listed three Major Initiatives to be achieved in 2022/23 in its Council Plan 2021-2025.

All three Major Initiatives were achieved.

There was a total of 39 actions listed in Council's Annual Plan in 2022/23. Of these, 36 were completed and the remaining three are progressing.

Below is a list of our three Major Initiatives and the result of each.

MAJOR INITIATIVE	STRATEGIC OBJECTIVE	RESULT
<p>Major Initiative 1 Implement key actions from the Innovate Reconciliation Action Plan</p>	Inclusive Services	<p>ACHIEVED: Council's Innovate Reconciliation Action Plan (RAP) has now been formally endorsed by Reconciliation Australia. We are continuing to deliver on the many actions contained within the RAP, including cultural training, signage and procurement.</p> <p>Our commissioned artwork from Marcus Lee Inc. has also been launched, with the artwork being projected onto the Civic Centre. The artwork is now being incorporated in many Council publications, signs and signature blocks.</p>
<p>Major Initiative 2 Continue to work towards Rainbow Tick Accreditation Plan.</p>	Inclusive Services	<p>ACHIEVED: The draft Rainbow Tick Plan (The Plan) Phase One has undergone consultation with relevant Council departments for feedback and input. It identifies actions to address the gaps from the Rainbow Tick Assessment tool and provide evidence for Rainbow Tick Accreditation. The Plan is internal-facing and organisation-wide. It includes actions already agreed to in the <i>LGBTIQA+ Action Plan</i> but has added actions that support Council's journey towards Rainbow Tick for a two-year period.</p> <p>The Plan will provide a framework for the organisation which can be used to place it in a more desirable position once trial sites are identified for external accreditors.</p> <p>The LGBTIQA+ Working Group continues to meet bi-monthly. The Working Group is working on key projects identified in the Plan.</p>
<p>Major Initiative 3 Deliver a minimum 90 per cent of agreed Capital Works Program delivered annually.</p>	Enhanced Places	<p>ACHIEVED: The 2022/23 Capital Works Program has been delivered successfully with the major initiative indicator of 90 per cent met. The final position for capital works expenditure is 94.5 per cent of the agreed Capital Works Program value.</p> <p>Some key parts of the Capital Works Program were the Glen Waverley Sports Hub, Pinewood Child and Family Hub, and planning for the Bogong Car Park expansion.</p>

CHALLENGES IN 2022/23

Inflation/cost of projects

Broader economic factors like inflation and increasing costs have impacted Council's planning and budgeting for major projects. Across the construction sector costs have increased approximately 10 per cent over the past year, continuing a trend over several years. In some areas of Council projects we have seen increases of closer to 30 per cent.

Extreme weather

Extreme wet weather forced the cancellation of two Monash events in 2022/23. The popular Carols by Candlelight event, which usually attracts around 20,000 people at Jells Park, was cancelled in consultation with park manager Parks Victoria as it was not safe to be used due to the condition of the ground after a prolonged period of extreme rain. Given the amount of mud at the site, it was not possible for infrastructure, staging, emergency vehicles, or overflow parking to be safely provided. Council staff investigated alternative options without success. The size and scale of the event meant there were no other locations in the City of Monash that could cater for those numbers. Instead, our 12 Days of Christmas program, featuring roving performances including stilt-walkers and roller skaters across Monash and a fireworks display, delighted crowds in the lead-up to Christmas Day. People were also able to come for a photo at our Council Christmas Tree in Eaton Mall, Oakleigh.

The Family Fun Day, due to be held on Sunday 13 November 2022 at Chadstone's Batesford Reserve, also had to be cancelled due to extreme wet weather. Site inspections indicated the ground was already wet and with further heavy rain expected, Council was unable to hold the event safely for attendees and the community groups and organisations who needed to set up their stalls.

Dog off-leash areas

Like other inner-suburban councils, Monash is experiencing population growth and pressure on our public open spaces. With a continued increase in the number of registered dogs in Monash, planning and managing off-leash areas for people to walk and exercise their dogs is critical.

A draft Dog Off-Leash Policy went out for public exhibition and community consultation from July to September 2022, with 80 submissions via email and 693 contributions to our online survey via Shape Monash, including 61 submissions.

Council commissioned Melbourne-based company Practical Ecology to assess the impacts that domestic animals and invasive pest animals have on the native flora and fauna throughout Monash's bushlands and reserves, with particular focus on Damper Creek Conservation Reserve in Mount Waverley. The Practical Ecology report recommended that Damper Creek Conservation Reserve be designated as a dog on-leash area. The report found that as dogs had unrestricted access to all areas within Damper Creek Conservation Reserve when 'off-leash' it was likely they had a negative impact within the conservation reserve, in particular within the remnant and revegetation areas.

In November 2022, the Monash Dog Off-Leash Policy was endorsed and as part of the policy, 14 new off-leash areas and eight changed off-leash areas were set to come into effect on 1 July 2023. Council retained two pockets of Damper Creek Conservation Reserve for off-leash activity.



Suburban Rail Loop and Montclair and Bogong car park projects

The Glen Waverley Activity Centre is one of three Suburban Rail Loop stations in Monash (along with Clayton and Monash University). In March 2021, the Suburban Rail Loop Authority (SRLA) notified Council that its planning and design work identified several Council-owned properties likely to be required for stage one of the Suburban Rail Loop, including the site of the proposed Montclair car park at 31-39 Montclair Avenue. As a result, Council resolved it was not feasible to continue detailed design for the proposed Montclair car park. Council had undertaken substantial work on the project but following alternative site investigations Council's existing multi-level car park at 1-5 Bogong Avenue was identified as a site that could accommodate additional and replacement car parking to meet the needs of the activity centre. Construction of this additional car parking was set to begin in the second half of 2023 to double the capacity of the Bogong Car Park.

While the Bogong Avenue design will provide important additional car parking, Council also expects additional spaces to be provided elsewhere in the Glen Waverley Activity Centre and will continue to work with the SRLA towards achieving this outcome.

Homelessness and social housing

Victoria has a homelessness and housing affordability crisis, made more acute in 2022/23 by cost-of-living pressures and rising interest rates. The *Monash Social Housing Framework 2020-2025* guides Council's efforts to address homelessness and influence an increase to the supply of social housing.

A revised draft *Monash Affordable Housing Strategy* was endorsed by Council in June 2023. The draft strategy was first prepared in 2019. Since then, the COVID-19 pandemic and other financial issues have had far-ranging impacts globally, including significant impacts on cost of living, housing affordability and homelessness. As a result of these and other significant issues affecting affordable housing the draft strategy has been updated. The revised draft plan will go out for community consultation in the second half of 2023, with a further report to be presented to Council reporting on the outcomes and a proposed way forward.

Landfill sites, recycling and soft plastics

The items we put in our landfill (red lid) bins are sent to landfill, where they are buried and left to break down without oxygen. Under these conditions, items can take hundreds or even thousands of years to break down – and some may never break down completely. Landfill also produces smells, litter and greenhouse gases, including methane, which contributes to climate change. Currently, there is no alternative to landfill for items that cannot be recycled or composted. Council is investigating options for advanced waste processing solutions as an alternative to landfill.

To reduce landfill waste and to encourage residents to put green and food waste in the food and garden waste bin, Council introduced changes to its bin collection. Since August 2022, food and garden waste

(green lid) bins have been collected weekly, and landfill (red lid) bins have been collected every two weeks. Recycling (yellow lid) bins are still collected fortnightly.

Over the past year, our community decreased the volume of material sent to landfill by more than 9000 tonnes. In that same time, the amount of food and garden waste sent to the compost facility increased by almost 8900 tonnes.

The recycling and waste levy, a service charge introduced to meet rising costs in recycling and in the State Government's landfill levy, increased from \$42 to \$46 in 2022/23. Council secured its household recycling service with Visy, despite the volatility of the recycling industry in the wake of the global crisis triggered by China's ban on recycling. However, this came at a significant cost. For 2022/23, the levy was used to meet those increased costs and cover the increase to the State Government's waste levy. Eligible pensioners were once again able to have the recycling and waste levy waived.

In November 2022, there was an unexpected halt of the RedCycle soft plastics recycling program at Coles and Woolworths. This program provided an option for people to redirect items like plastic bags away from landfill and into the recycling system. The following month, Council established a collection site at the Monash Recycling and

Waste Centre for residents who wanted to continue recycling soft plastics. The service was provided in partnership with APR Plastics, a recycling company based in Dandenong. Monash was the first Victorian council to introduce this option for residents, ensuring people could reduce what they sent to landfill. A second soft plastics drop-off point for residents, at the Civic Centre in Glen Waverley, was established in April 2023. Waste is taken to the Monash Recycling and Waste Centre, where it is collected by APR Plastics for recycling.

These collection points are a temporary solution, and Council is expecting additional information in the second half of 2023 about more easily accessible soft plastics recycling to be available from government and industry.



Climate change

Monash Council has committed to achieving net zero emissions by 2025 as part of a raft of strategies to tackle climate change. Council will prioritise funding for key projects to reduce corporate emissions that also represent an attractive return on investment to the Long-Term Financial Plan to achieve the 2025 target. Council will also work with the Monash community to provide assistance and information on how they can reduce their carbon footprint.



Net Zero
2025



LOOKING AHEAD TO 2023/24

- ◇ Construction of the \$26.7 million, 18-court Glen Waverley Sports Hub Tennis Facility, next to the Glen Waverley Golf Course, is on track to be completed and open in early 2024. Plans include a regional-level tennis facility, golf practice facilities, public open space improvements, car parking, and a pavilion and café. The State Government has contributed \$21 million to the project with a \$5.7 million commitment from Council.
- ◇ Continue to deliver on the outcomes identified in Council's first *Reconciliation Action Plan* (RAP) and continue to develop our partnership with our two Traditional Owner Groups – the Bunurong and Wurundjeri Woi Wurrung.
- ◇ Move into consultation on two major projects in the Glen Waverley Activity Precinct: the redevelopment of Kingsway and the proposed reimagination of Council's Civic Building and Glen Waverley Library.
- ◇ Continue advocating on behalf of the community for outcomes from the Suburban Rail Loop (SRL) project that benefit the Glen Waverley community and the precinct, including underground connections between the SRL and the existing Glen Waverley station, the extension of Myrtle Road to allow traffic to flow in a ring road around the Glen Waverley central precinct, improved replacement parking options, and no closure of Coleman Parade.
- ◇ Develop a new Customer Experience Strategy to ensure contacting and dealing with Council remains accessible for all members of our community.
- ◇ Building on our very successful and popular Monash Seniors Festival.
- ◇ Undertaking a feasibility needs assessment for the construction of a second building for Hughesdale Kindergarten.
- ◇ Undertaking a feasibility study for the installation of an underground stormwater harvesting system in Jingella Reserve to accommodate high water demand, flooding protection to private properties and improved water quality for flows into Gardiners Creek.
- ◇ Delivering street art murals in Oakleigh as part of a creative approach to graffiti prevention.
- ◇ Starting work on the upgrade of the Jack Edwards Reserve pavilion in Oakleigh.
- ◇ Continue to deliver a program of new family and early years hubs, with work due to start on hubs in Oakleigh and Mount Waverley.
- ◇ The implementation of Council's new Dog Off-Leash Policy for dog owners, including 14 new dog off-leash areas across Monash.
- ◇ Construction starting on the expansion of the Bogong Car Park in Glen Waverley, taking capacity of that car park to over 1,000 spaces to replace loss of car parking due to expected acquisitions of land by the Suburban Rail Loop Authority.
- ◇ Building even further on our improved community engagement approach for our annual budget process.
- ◇ Progressing the Rainbow Tick certification for accreditation by Rainbow Health Victoria, recognising Council as an organisation that offers safe, inclusive and affirming services and as an employer for the LGBTIQ+ community.
- ◇ Delivering an exciting annual calendar of events for our community with the impacts of lockdowns and restrictions behind us.



SERVICES PROVIDED in 2022/23



SERVICES PROVIDED in 2022/23

Council collected \$139.9 million in rates and charges in 2022/23.

For every \$100 of expenditure, here is a breakdown of the services Council delivered and what these cost.

● Governance and Administration	\$1.90
● Property Maintenance and Insurance	\$2.03
● Aged and Disability Services	\$3.83
● Local Laws, School Crossings and Food Inspections	\$4.55
● Planning and Building Permits, Economic and Urban Development	\$4.81
● Libraries, Arts and Culture	\$5.11
● Engineering and Traffic Management	\$7.35
● Children, Youth and Family Services	\$8.88
● Recreation and Aquatic Centres	\$13.16
● Parks and Sportsgrounds Maintenance	\$13.87
● Waste Collection, Street and Public Facilities Cleaning	\$15.78
● Buildings, Roads, Footpaths and Drainage	\$18.73

\$100



MAYOR'S WELCOME

Monash Council acknowledges the Traditional Owners of this land, the Wurundjeri Woi Wurrung and Bunurong People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander peoples.

On behalf of my fellow councillors, I am pleased to present Monash Council's 2022/23 Annual Report – the third annual summary of our work in this current term of council and the first where we've been able to deliver projects, programs, and events without the burden of COVID-19 restrictions.

The operations of Council are driven by the strategic objectives identified in our *Council Plan 2021-2025*. For Monash to be a sustainable city with inclusive services and enhanced places that is guided by good governance.

We are proud of our achievements listed and explained in this document, which were planned and shaped through consultation and delivered by working with our community.

The day-to-day work of Council is what makes life in Monash possible. Across 2022/23 we collected 67,757 tonnes of waste (garbage, recycling, and green waste), planted 1,617 street trees, hosted 2,645 events at our libraries with 57,272 attendees, received 1,124 planning applications, and responded to 8,945 interactions on our website via webchat (yes, they're real people responding). You can read about this, and a lot more, on the pages that follow.

I'd like to thank and acknowledge the staff of the City of Monash who have helped to make this

possible. As councillors, we respect and appreciate what you do, and I'm sure our community does as well.

Looking forward, our budget for 2023/24 will build on the achievements listed in this report. With funds allocated to constructing a family and early years hub in Oakleigh South, extending the Bogong Car Park in Glen Waverley and over \$25 million for projects and works at our recreational, leisure and community facilities to keep the people of Monash active and connected.

Please take the time to read through our Annual Report and see what your Council is delivering for your community.



Tina Samardzja
Mayor



CEO'S MESSAGE

The past year has been the first in many where most of our regular services and events have been able to be delivered face-to-face with minimal disruption.

From our ever-popular WordFest to the fabulous Live at Warrawee music event, we've been able to celebrate the vibrant and diverse community we have in Monash.

Unfortunately, extreme weather forced the cancellation of our much-loved Carols by Candlelight and Family Fun Day events. While we were able to instead run a 12 Days of Christmas program through the municipality in the lead-up to Christmas Day, we look forward to our carols and Family Fun Day events being back bigger and better in this next year. It again showcased our staff and their ability to adapt to changing situations – something we have become accustomed to in recent years.

Among our major initiatives, changes to our bin services came into effect in August 2022, which saw food and garden waste collected weekly and landfill waste collected fortnightly. We know this was a significant change, and I thank residents for their efforts as we have reduced the amount of waste going to landfill by an amazing 9,000 tonnes so far. Our efforts to slash greenhouse gas emissions have been so successful that we have exceeded our ambitious target of reducing emissions by 60 per cent in the first two years of our *Zero Net Carbon Action Plan*. We have also continued to see the benefits of the Victorian Energy Collaboration (VECO) - the largest-ever emissions reduction project by local government in Australia.

Our commitment to supporting First Nations and Torres Strait Islander peoples and the reconciliation process took a huge step forward when we had our first *Innovate Reconciliation Action Plan* (RAP) approved by Reconciliation Australia. It outlines how we will play our part in advancing reconciliation and contributing to greater unity within the Monash community.

We have continued to make significant progress towards tackling homelessness, with our draft *Monash Affordable Housing Strategy* being endorsed for community consultation.

Our \$90.7 million Capital Works Program was our largest to date and continued to deliver improvements, including the \$26.7 million, 18-court

public tennis centre being constructed in Glen Waverley. We also progressed work on the extension of the Bogong Car Park and opened the Pinewood Child and Family Hub, continuing our commitment to our strategic objectives outlined in our Council Plan.

In exciting news for 2023/24, we'll be working on another record capital works budget - with \$135.3 million to be spent on building and upgrading community facilities and infrastructure.

It has been a busy year of great achievements, and also new challenges.

As cost-of-living pressures continue to squeeze, our Community Response and Social Inclusion teams have continued to work hard to stay engaged with our most vulnerable community members. Our Economic Development team has continued to provide support, assistance and guidance to local businesses post-pandemic and in the middle of the cost-of-living crisis.

The satisfaction of the community is most important to us and, as with previous years, we again asked the community to provide feedback on our services. This year I am pleased to share we received an overall satisfaction score of 7.18/10 in the 2023 Community Satisfaction Survey – the highest level of satisfaction among metropolitan Melbourne councils. After last year's decline in customer responsiveness, I gave a commitment that we would focus on improvements to ensure your contact with us was efficient and quick. I am proud that our customer service result went up 8.1 per cent this year, and I thank those in the community who provided feedback.

As ever, I'm proud of our organisation and the community, and look forward to another year of working together to keep delivering vital services.



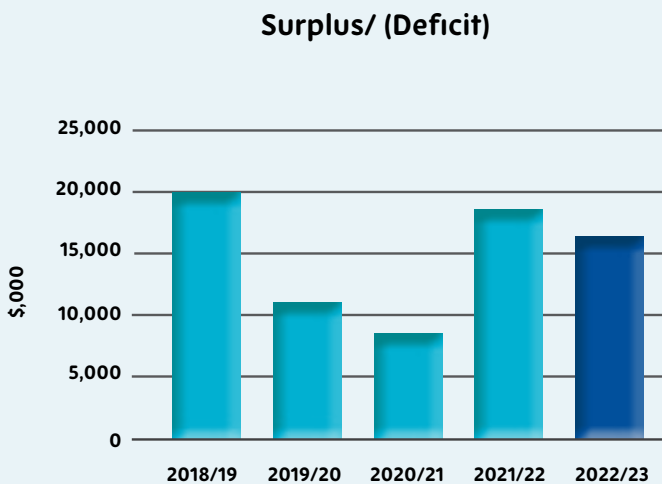
Dr Andi Diamond
CEO

FINANCIAL SUMMARY

Council has returned an operating surplus of \$15.82 million, a decrease of \$2.39 million from the 2021/22 result of \$18.20 million. We maintained a debt-free status and a positive Working Capital Ratio (WCR) at 138 per cent.

Operating Position

Council's comprehensive result of \$74.86 million is a decrease of \$204.79 million on the previous year's result. This result includes other comprehensive income of \$59.04 million related to the revaluation of roads, footpaths, drainage and other infrastructure assets.



Highlights and Variances

The major income highlights and variances between 2021/22 and 2022/23 include of the following:

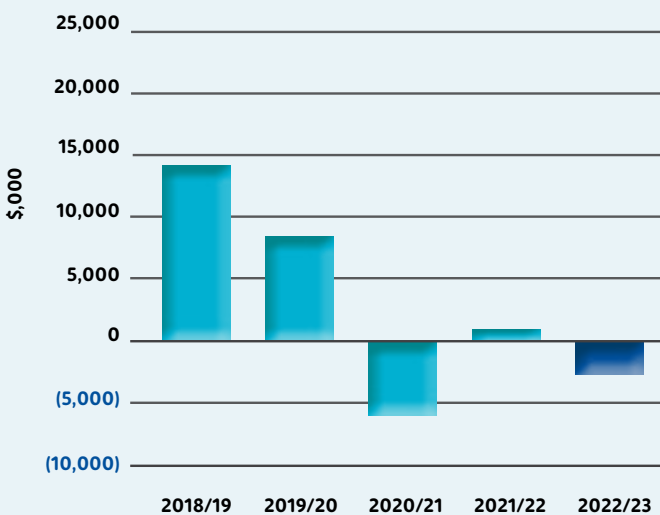
- ◇ Higher statutory fees and charges by \$1.3 million compared to the previous year, mainly in parking income, due to opening up of business activity centres and resuming business as usual.
- ◇ User fees exceed 2021/22 levels by \$7.22 million due to increased usage of Council facilities after the ending of COVID-19 restrictions.
- ◇ Capital grants are higher than the previous year by \$4.74 million as non-recurrent grants were received for major projects such as the Glen Waverley Sports Hub, Pinewood and Oakleigh South Child and Family hubs.
- ◇ Other income was higher by \$2.2 million compared to the prior year due to higher investment interest rates earned on term deposits.
- ◇ The result of lower monetary contributions by \$3.76 million compared to the previous year was mainly due to reduced public open space contributions. Changed economic conditions due to interest rate increases have resulted in slowed development applications and project completion.

The major expenditure variances between 2021/22 and 2022/23 are:

- ◇ Employee costs were higher than the previous year by \$5.70 million mainly due to Council services resuming operations business as usual and is reflected in higher user charges generated at recreation centres, libraries, halls and facilities when compared with the previous year.
- ◇ Materials and services were higher than 2021/22 levels by \$5.24 million due to increased costs for a range of services which resumed full operations post-restrictions. Waste management collections and disposal costs increased for the year due to the food organics initiatives and increased contract costs. Utility costs increased due to a combination of higher charges and usage, mainly gas charges. Building maintenance costs also increased due to increased capacity and usage post COVID-19 period.
- ◇ Depreciation expense was higher than 2021/22 by \$2.31 million due to higher completion of Capital Works Projects and related project capitalisation into assets. Council's capital works program for the 2022/23 year was the highest ever in value and a completion rate of 94.52% of the adjusted target was achieved.

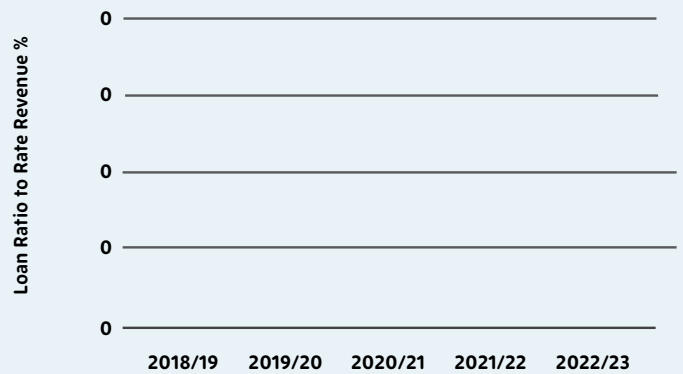
The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a deficit of \$3.11 million.

Adjusted Underlying Surplus/ (Deficit)



We have continued to maintain a debt-free status, having repaid our loan portfolio of \$11.8 million in 2014/15.

Loans and Borrowings to Rate Revenue Ratio

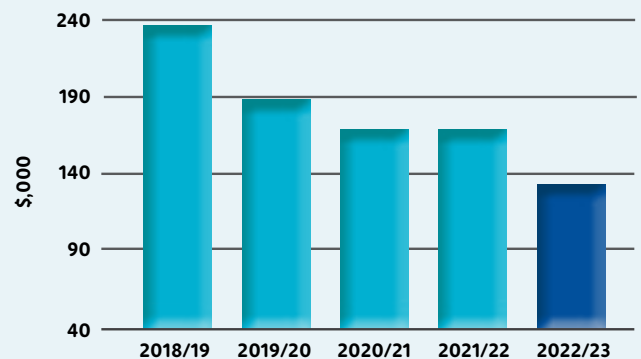


Liquidity

Our cash position is still strong and has a funds balance of \$76.92 million in 2022/23 reducing from \$84.45 million in 2021/22.

Council has also maintained a positive Working Capital Ratio (WCR) at 138 per cent. Council's long-term target is to maintain the WCR above 150 per cent. A WCR above 150 per cent indicates that there are no immediate issues with repaying short-term liabilities as they fall due. The WCR measures the ability to pay existing liabilities within the next 12 months, e.g. a ratio higher than 100 per cent means there are more cash and liquid assets than short-term liabilities.

Working Capital Ratio (WCR)



Obligations

Council's key strategies include the maintenance and enhancement of existing service levels, increased maintenance and asset management of Council facilities and infrastructure, and the funding of both operating expenditure and renewal capital works from recurrent revenue sources, capital subsidies and cash reserves. To bridge the infrastructure gap, Council invested \$65.68 million in renewal and upgrade works during the 2022/23 year.

Council's asset renewal ratio, which is measured by comparing asset renewal and upgrade expenditure to depreciation, was 201.1 per cent which is above the expected target of 100 per cent. The longer-term asset renewal trend is positive and reflects our aim to bridge the renewal gap by funding more capital works to maintain the city's existing infrastructure.

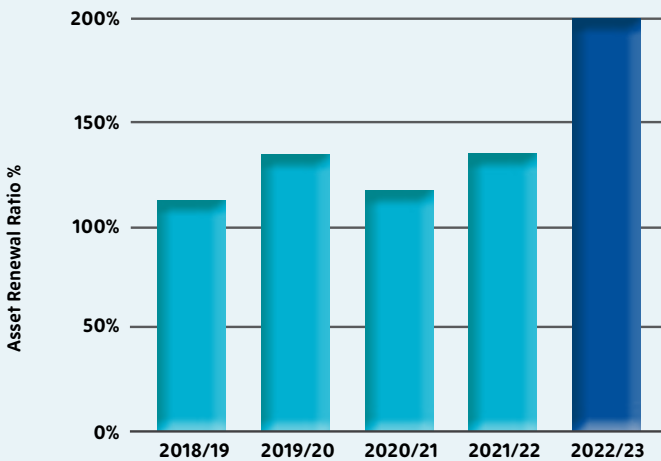
Stability and Efficiency

In 2022/23, Council raised its rate revenue by the application of a General Rate using Capital Improved Value (CIV) as the basis of valuation. The General Rate applied to all rateable land. A rate increase of 1.75 per cent was budgeted according to the rate cap and as forecast in Council's Strategic Resource Plan. Council received \$139.86 million from general rate revenue, which included \$1.77 million of supplementary rates from new developments. Council planned for an annual increase in rates to maintain service standards, investment in capital works and the maintenance and renewal of existing and ageing infrastructure.

In 2022/23, Council continued charging a limited recycling levy to each ratepayer of \$46 per annum (provision of a \$46 waiver to every eligible pensioner) to meet the increased costs to be borne by Council due to China's ban on receiving recycled materials. This levy raised \$3.87 million to cover these additional costs.

Council's actual average rate per property assessment of \$1,610 compares favourably to councils in the metropolitan area. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 66.06 per cent for the 2022/23 year, which is toward the top end of the expected target band of 40 per cent - 80 per cent. This reflects the extent of Council's reliance on rate revenues to fund ongoing services.

Asset Renewal Ratio





CAPITAL WORKS OVERVIEW

Council focused on building for the future with its 2022/23 budget, with an adopted budget of \$90.6 million and final expenditure of \$73.7 million, making this our largest-ever Capital Works program. This compared with \$50.5 million spent in 2021/22.



A key part of the Capital Works Program was the start of construction on the new \$26.7 million, 18-court public tennis centre on land adjacent to the Glen Waverley Golf Course, as well as continued planning and design for the Bogong Car Park extension in Glen Waverley and the completion and opening of the Pinewood Child and Family Hub.

The Capital Works Budget in 2022/23 continues our focus on delivering critical projects to ensure ratepayers get the best value from their investment.

THE OVERALL PROGRAM OF CAPITAL WORKS IN 2022/23 INCLUDED:

\$21.8 million for building works

\$8.7 million for plant and equipment (including \$4.6 million for computers, software upgrades and telecommunications, and \$2.2 million for plant and fleet renewal)

\$12 million for road work

\$5.4 million for footpath and cycleways renewal

\$16.3 million for recreational, leisure and community facilities

\$3.3 million for parks, open spaces and streetscapes

\$4.1 million for drainage



BELOW IS A SNAPSHOT OF THE PROJECTS UNDERTAKEN:

Roads, footpaths, cycle paths, drainage and street trees

- ◇ \$11.6 million for road works including road resurfacing, kerb and channel renewal, road reconstruction and renewal
- ◇ \$4.6 million on renewal of Council's footpaths in keeping with community expectations
- ◇ \$3.8 million for the renewal and upgrade of Council's stormwater infrastructure (including local drainage and rehabilitation programs)
- ◇ Implementing Council's *Street Tree Strategy* (\$339,000).

Community infrastructure

- ◇ \$10.2 million for the Glen Waverley Sports Hub project
- ◇ \$0.8 million for the Bogong Car Park extension
- ◇ \$4.3 million to complete construction of the Pinewood Child and Family Hub
- ◇ \$1.6 million for sportsground lighting upgrades
- ◇ \$1.2 million for public lighting renewal of streetlights
- ◇ \$0.23 million for sports field playing surface improvements.

Parks, open space and streetscapes including \$2.07 million for design and/or construction of playspaces at:

- ◇ Atheldene Drive Reserve
- ◇ Cambro Road Reserve
- ◇ Diamond Avenue Reserve
- ◇ Flora Road Reserve
- ◇ Herriotts Boulevard Reserve
- ◇ Highview Park
- ◇ Mount Waverley Reserve
- ◇ Portland Street North Reserve
- ◇ Rembrandt Drive Reserve
- ◇ Rivett Crescent Reserve
- ◇ Talbot Park.

MAJOR PROJECTS

Monash Tennis Centre

2022/23 has seen progress on the new \$26.7 million, 18-court public tennis centre, which is taking shape in Glen Waverley on land adjacent to the Glen Waverley Golf Course. Part of the Glen Waverley Sports Hub, it is being developed with \$21 million funding from the State Government, and \$5.7 million from Council.

It will include a regional-level tennis facility, multi-sport pavilion, golf practice facilities, public open space improvements, car parking, and supporting infrastructure.

It will also incorporate sustainability opportunities including water-sensitive urban design, sustainably sourced materials, high recycled content, reduced landfill, and low-energy lighting and appliances.

Glen Waverley Golf Club has joined Glenvale Tennis Club as a co-user of the pavilion and upgraded facilities in the Glen Waverley Sports Hub, making them important partners in Council's vision for a thriving multi-sport precinct.

The first sod was turned by then-Mayor Stuart James and State Member for Mount Waverley Matt Fregon on 8 September 2022. The construction tender was awarded to Commercial Industrial Construction Group (CICG), with work starting in September 2022, including the upgrade of the intersection at Jells and Waverley Roads. The centre is expected to be ready for play in 2024.

Upgrading sporting pavilions and grounds across Monash

Mulgrave Reserve multi-sport pavilion

The Mulgrave Reserve multi-sport pavilion was officially opened in March 2023, improving female-friendly facilities and supporting increased use of the reserve, particularly for tenant clubs Mulgrave Football Club, Mulgrave Cricket Club and Eastern Devils Football Club. Council received \$2 million towards the project from the State Government, with Council matching the contribution with \$2 million. The existing ageing pavilion was upgraded and extended, and there were other reserve improvements including the formalisation of reserve pathways to allow more accessibility, 20 additional car parking bays, and a shared vehicle and pedestrian drop-off zone. The new pavilion also has refreshed existing amenities and two new unisex player and umpire change rooms, a refurbished kitchen and canteen area, extra storage, a new meeting room and external public toilet facilities.

Child and family hubs

Pinewood Child and Family Hub

The Pinewood Child and Family Hub in Mount Waverley opened in February 2023, offering beautiful indoor and outdoor spaces, including two kindergarten rooms, a three-room Maternal and Child Health service and a community playgroup area in a state-of-the-art facility. The hub will also cater for the State Government's extension to the funded kindergarten program to include funded kinder for three-year-old children. The State Government contributed \$2 million towards the project.

Oakleigh South Child and Family Hub

The development of Council's new Oakleigh South Child and Family Hub is occurring throughout 2023. Construction was awarded to Simbuilt Pty Ltd and building of a new single-storey facility has started on the site, on the corner of North and Guest Roads. Construction on the hub is expected to be finalised and ready for service delivery in 2024. The facility will include indoor and outdoor spaces, two kindergarten rooms, a three-room maternal and child health service, a base for community playgroups, and a new home for the South Oakleigh Girl Guides. The child and family centre is being provided in partnership with the State Government and will cater for the extension of the funded kindergarten program to include three-year-old children.

Jack Edwards Reserve pavilion and grandstand

Work continues on a new \$14.7 million pavilion and grandstand at Jack Edwards Reserve. Schematic design work was completed after Council in January 2023 appointed Katz Architecture for the project. The project moved to the detailed design phase in June 2023. Home of National Premier League team the Oakleigh Cannons, the project will see facilities at the reserve upgraded to provide a new pavilion with facilities including a 500-seat grandstand, four female-friendly change rooms, two female-friendly umpire change rooms, a first-aid room, timekeeper and media room, and upgrade of existing LED lighting. This would accommodate an increase in football participation, particularly by female teams.

Council is putting \$8.2 million towards the project and the Oakleigh Cannons are contributing \$500,000. The State Government has committed \$4 million and the Federal Government has committed \$2 million to the project.





Bin changes

From August 2022, food and garden waste (green lid) bins have been collected weekly, and landfill (red lid) bins have been collected every two weeks. Recycling (yellow lid) bins are still collected fortnightly. The change followed the largest-ever consultation undertaken by Council, with more than 7,000 contributions in an online and phone survey, pop-up information sessions in-person and online, and through phone calls, social media and emails.

When the weekly food and garden waste bin collections commenced, about 20 per cent of households had put their landfill bins out in error. But this number dropped to two per cent of households after further resident communication and bins being tagged with 'Wrong Week' bin tags. Feedback received from pop-up stalls held in the first three weeks of August was consistent, where about two thirds of the community accepted or were happy with the change.

Over the past year, we have decreased the volume of material sent to landfill by more than 9000 tonnes. In that same time, the amount of food and garden waste sent to the compost facility increased by almost 8900 tonnes.

Bogong Car Park

Following the decision not to progress with the multi-level car park at 31-39 Montclair Avenue due to the Suburban Rail Loop project and the compulsory acquisition of land, Council is delivering on its commitment to provide additional car parking spaces in the Glen Waverley Activity Centre by upgrading and extending the existing multi-level car park at 1-5 Bogong Avenue. After completing a feasibility study that confirmed the building could be extended, Council resolved on a preferred schematic design option,



and that Katz Architecture, the lead design consultants, were to lodge a planning permit application for the preferred option. That option was for an extension of four additional levels, providing more than 500 additional car parking spaces for a total of more than 1,000 spaces at the site. The application was approved in October 2022, and Council awarded the construction tender to Building Engineering Pty Ltd in May 2023. Construction is due to start in July 2023, with completion in early-2025.

Off-leash dog areas

The draft Dog Off-Leash Policy was endorsed for public consultation in May 2022, with the main changes being 14 new off-leash areas, four expanded areas and four reduced areas. The policy went out for public exhibition and community consultation from July to September 2022, and the changes to off-leash areas were trialled during this period, with signs in each area indicating the changed conditions. There were 80 submissions via email and 693 contributions to our online survey via Shape Monash, including 61 submissions.

At the 29 November 2022 meeting, and after consideration of the findings of extensive community consultation, Council endorsed the new policy, and new and changed off-leash areas.

The first half of 2023 was dedicated to informing the community of the upcoming changes through various channels, including signage in affected areas. Reminders were sent out with animal registration renewal notices and featured in our on-hold messages and in editions of the *Monash Bulletin* and on social media. Community laws officers regularly visited parks and reserves to speak with residents about their dogs and responsible ownership. The issue was also covered by numerous media outlets, including The Age, Herald Sun, Channel 7, 3AW and ABC Radio.

The 14 new off-leash areas and eight changed off-leash areas came into effect on 1 July 2023.

Glen Waverley Civic Precinct

Following on from previous work on this project dating back to 2013, architects ARM Architecture prepared a schematic design and report for Council on the Glen Waverley Civic Precinct, which was endorsed for community consultation in May 2023. The proposed plan is for a new library, a flexible town hall for civic and community events, engaging outdoor spaces that link the new building with the civic centre, and new Council office space to replace rented office space. The proposed project would be the biggest yet undertaken by Council, costing more than \$110-plus million. It is proposed to fund the project from the proceeds of Council land acquired by the Suburban Rail Loop Authority (SRLA) for its Glen Waverley SRL station and from the sale of Central Car Park in Glen Waverley. Community feedback will be sought in the second half of 2023.

MAJOR ACHIEVEMENTS

Reconciliation Action Plan

Council's draft *Innovate Reconciliation Action Plan*, a whole-of-Council and community vision that supports our organisation and community to work together to deliver actions that strengthen our relationships with our Aboriginal and Torres Strait Islander peoples, was endorsed for further public consultation in October 2022. Following this, the plan was endorsed at Council's December 2022 meeting, and then formally endorsed by Reconciliation Australia in May 2023. In developing the plan, Council consulted

with Monash traditional owners and the Monash Aboriginal and Torres Strait Islander community and reconciliation networks.

Council commissioned artwork by Indigenous artist Marcus Lee, from the Karajarri people, as part of the plan. The artwork was developed in consultation and collaboration with the Bunurong and Wurundjeri Woi Wurrung Traditional Owners whose lands make up Monash. To celebrate the launch of the artwork, Council lit up its Civic Centre from 17-21 April 2023 with the new design.



Mayor appointed to Local Government Mayoral Advisory Panel

Monash Mayor Cr Tina Samardzija was appointed one of 13 mayors to the State Government's Local Government Mayoral Advisory Panel for 2023. All Victorian mayors were invited to register their interest, with 13 selected. It is the first time Monash has been represented on the panel. The panel is established by Minister for Local Government, Melissa Horne, under the *Local Government Act 2020* to provide advice to the Minister on issues that impact the local government sector.

Monash Arts and Culture Strategy 2025

Council endorsed its *Monash Arts and Culture Strategy 2025*, a new whole-of-City vision to reignite resilient and thriving creative industries, in October 2022. Prior to COVID-19, Victoria's cultural and creative sector contributed \$31 billion to the Victorian economy, and in 2017 cultural tourism brought \$2 billion to the state.

The strategy will look to rebuild capacity across creative and cultural industries and facilitate growth opportunities for creative practitioners and businesses. It will drive strong creative and cultural industries that support economic growth and development, the visitor economy, and a growing workforce that contributes to Monash's reputation as a centre for innovation. The strategy aligns to the State Government timeframes for *Creative State 2025*, a four-year creative strategy designed to grow jobs and skills.

Monash Boulevards Urban Design Framework

The Monash Boulevards Urban Design Framework provides a strong vision for the major boulevards of Dandenong Road (Princes Highway) and Springvale Road to guide future residential development and improvements to the public realm. It builds on the *Monash Housing Strategy* and considers and addresses the mix of different land uses and built form (including building heights) along the boulevards, as well as the interfaces with surrounding areas, such as sensitive residential and heritage places, and commercial/industrial areas. The framework was endorsed by Council in December 2022.



Council's response to climate change

At its February 2020 meeting, Monash Council committed to achieving net zero emissions by 2025. It came after a significant amount of work on greenhouse gas emission modelling and is in line with Council's *Environmental Sustainability Strategy 2016-2026*. The *Zero Net Carbon Action Plan 2020-2025* was presented to Council at the September 2020 Council meeting and provides a pathway for achieving its carbon neutral commitment by 2025. This included an intermediate target to reduce Council greenhouse gas (GHG) emissions by at least 60 per cent in the first two years. By July 2022, Monash Council had reported a 78 per cent reduction, exceeding targets and slashing energy costs.

The achievement was made possible thanks to several initiatives outlined in Council's *Zero Net Carbon Action Plan 2020-2025*, which identifies the top five sources of Council GHG emissions and recommended actions to reduce or avoid these. A key action was the commitment to purchasing 100 per cent renewable electricity in partnership with 51 other Victorian councils under the Victorian Energy Collaboration (VECO). The collective investment in Victorian renewables has delivered Council an annual saving of at least \$777,000 in electricity costs.

Council is continuing to reduce GHG emissions as it undertakes the upgrade of its major road street lighting to more energy-efficient LED lights and the replacement of nearly 500 streetlights with lighting that is about 80 per cent more energy efficient. More than 2,800 residential streetlights across our reserves, open spaces and roads will also be upgraded.

We also generated approximately 66MW of solar energy throughout the year with the addition of solar on the Monash Aquatic and Recreation Centre, Civic Centre, Monash Operations Centre and Clayton Community Centre.

To help reduce public GHG emissions, four new public electric vehicle (EV) charging bays have been installed across Monash (at Mount

Waverley Library, Mount Waverley Community Centre, Euneva Car Park and Glen Waverley Library), which are also powered by 100 per cent renewable electricity thanks to the VECO partnership. This work was supported by a \$25,000 Destination Charging Victoria Grant from the Department of Energy, Environment and Climate Action (DEECA) and to date has seen more than 430 charges.

Leading the way to address homelessness

Council led the initiation and coordination of the Regional Local Government Homelessness and Social Housing Charter 2020, achieving the support of 13 CEOs (east and south-east councils). The Charter was determined following a forum in late-2019, hosted by Monash Council and comprising Local Government CEOs, senior staff, housing providers, peak bodies and State Government. The Charter is one of three documents demonstrating Council's commitment to addressing homelessness and the housing affordability crisis, alongside the Monash Social Housing Framework 2020-2025, which was adopted by Council at the December 2020 meeting, and the draft *Monash Affordable Housing Strategy*, which was endorsed for community consultation in June 2023. The draft strategy was first prepared in 2019. Since that time, the COVID-19 pandemic and other financial issues have had far-ranging impacts globally, including significant impacts on cost of living, housing affordability and homelessness. As a result of these and other significant issues affecting affordable housing since the draft was first prepared, the draft *Affordable Housing Strategy* has been updated. The revised draft plan will go out for community consultation in the second half of 2023, with a further report to be presented to Council reporting on the outcomes and a proposed way forward.

Monash Council was among six councils in eastern Melbourne to share in \$180,000 of State Government funding for a project to prevent homelessness among older women. The Preventing Homelessness in Older Women Project is being undertaken by the

Eastern Affordable Housing Alliance and will explore lived experiences of women aged over 55, identify service gaps in the region and identify critical points at which intervention may help keep older women safe from homelessness. The project findings will be used to inform all levels of government about preventive approaches and alternative housing models for women over 55 that could be delivered locally and across the eastern region. The project is expected to be completed in November 2023.

Public Health Approach to Gambling Harm Policy

Council's Public Health Approach to Gambling Harm Policy was adopted by Council in November 2022. The intention of this policy is to articulate Council's commitment to the reduction of harm from gambling and continue the standing of Monash as a leader and change agent on this public health issue within the local government sector. The policy outlines how Council will support initiatives that aim to reduce gambling harm within the City of Monash through education and advocacy; not provide support or resources to community groups or clubs that promote gambling, in particular EGM (poker machine) venues, sports betting, and online gambling; only allow access to Council-owned land and facilities for groups or clubs adhering to the policy; and advocate for regulatory reform of the gambling industry including reduced opening hours, maximum \$1 bet limits (on pokies) and the elimination of sports betting advertising.

Monash Public Art Policy and Framework

Public art is an important way we can invest in the arts and create spaces within our community where people feel inspired, enriched and connected. Council's current Public Art Policy was last updated in 2013. The new Monash Public Art Policy and Framework has been developed following the commission of a directions paper from Monash University's School of Art, Design

and Architecture (MADA). This paper provided an overview of contemporary public art practice in Australia and internationally. The draft Public Art Policy and Framework was endorsed in March 2023 for community consultation, and following this was endorsed in May 2023. The revised policy and framework provide strategic direction and a sustainable approach to the commissioning and management of public art in the City of Monash. It considers the built, natural, social and cultural contexts that inform city liveability, connection and sense of place.

Monash Gallery of Art rebrand

After more than 30 years of successfully advocating for the arts and Australian photography, in March 2023, Monash Gallery of Art was rebranded as the Museum of Australian Photography (MAPh).

MAPh represents a renewed vision to ensure the gallery continues to champion and build a national profile for Australian contemporary photography. MAPh's unique focus continues to make it one of the most culturally significant photography institutions in the country and is an integral part of Council's whole-of-city vision to celebrate and advocate for the arts and creative industries.

The gallery first opened to the public in 1990 and has since become a key cultural destination for not only residents living in the City of Monash, but communities right across the country.

LGBTIQA+ Action Plan

In 2022, Council engaged with the community and closely collaborated with the LGBTIQA+ Advisory Committee to develop a draft *LGBTIQA+ Action Plan*. The acronym LGBTIQA+ stands for lesbian, gay, bisexual, trans and gender diverse, intersex, queer/questioning, asexual and more. The first stage of consultation included a community survey, focus groups and stakeholder engagement, with input from around 150 community representatives who reflected a diverse spectrum of ages, cultural backgrounds, abilities, sexual orientations, and gender identities.

As the closest level of government to the community, Council has an important role in celebrating diversity, encouraging social inclusion and ensuring equity, safety and access across Monash for everyone, regardless of sexuality, sex characteristics or gender identity.

The *LGBTIQA+ Action Plan 2023-2025* was endorsed in November 2022. The plan was launched on 25 March 2023 at Active Monash's annual Pride event, Active Pride.

Active Pride (previously Pride Night) was Council's third annual Pride event, and the first year the event was run at Oakleigh Recreation Centre. More than 200 people attended the event, which included group exercise classes, a Boosting Bike Confidence session, as well as activations such as blender bikes, face painting and a craft workshop.

Other ways Council provided support and allyship for the LGBTIQA+ community in 2022/23 included:

- ◇ Establishing a Rainbow Playgroup for LGBTIQA+ families to come together and meet others with a similar family dynamic to themselves
- ◇ Celebrating International Day Against Homophobia, Biphobia, Intersexism and Transphobia – known as IDAHOBIT – on 17 May 2023
- ◇ Recognising International Non-Binary People's Day on 14 July 2022; Transgender Awareness Week from 13 to 19 November 2022; and Trans Day of Visibility on 31 March 2023, where the Monash Civic Centre lit up in the trans flag colours of pink, light blue and white.



Digital Transformation Project

Monash Council's Digital Transformation Project is a four-year group of Transformation projects (2020-2024) that will transform our organisation and put our Monash customers at the heart of everything we do. 2022/23 saw the continuation of several major Transformation initiatives for Council, and this included the following:

E-services Program

A total of 101 processes have been digitised across three divisions since the start of the program in 2020/21. As a result, 76 per cent of all applications and licensing requests are now being submitted online.

Digital Experience Platform

We transformed the Monash Gallery of Art's ageing website into a contemporary, engaging online experience. The gallery was rebranded as the Museum of Australian Photography (MAPh) and the website was launched. With its contemporary design, the intuitive website offers an unparalleled experience for all visitors.

Data Analytics Program

In 2022/23, we focused on empowering internal budget owners and teams with the means to track budget variances and financial commitments, benefiting more than 150 users and enhancing financial management across Council. The widespread adoption of Power BI as a self-service reporting, analysis, and visualisation tool significantly improved data-driven decision-making and continuous improvement efforts. Additionally, our commitment to transparency enabled the community to access real-time information on the availability of the Council's aquatic facilities, facilitating efficient planning and fostering stronger community engagement throughout the year.





Smart City Program

As part of this transformation, we have installed 71 smart stormwater sensors in various locations encompassing Glen Waverley, Mount Waverley and Clayton. Additionally, progress is underway for 151 waste bin sensors, with scoping work completed and installation plans set. The Council has also signed the contract for the installation of 16 network gateways, a crucial step towards incorporating 225 smart lights, two grass pollutant trap (GPT) sensors, five new people-counting sensors, and three new weather stations into our existing pilot program. These initiatives are set to revolutionise the way we operate and interact with our environment, ushering in a more connected future for the City of Monash.



2023/24 budget consultation

Looking ahead, we asked the community to help shape Council's budget for 2023/24. For the first time, we asked people to tell us what they wanted money spent on via our online budgeting tool. We also held pop-up sessions for feedback, and people had the opportunity to present an idea for funding to Councillors at an additional meeting on 6 December 2022. We also engaged a community panel - people from our suburbs representing different age groups, genders and cultural backgrounds - to make recommendations to councillors on Council's long-term plans. To help inform this recommendation, the panel took part in three online meetings, heard from Council staff and reviewed Council's long-term plans and community engagement report.

SUSTAINABILITY INITIATIVES

Food waste recycling

Council changed the frequency of the food and garden waste (green lid) bin to weekly and landfill (red lid) bin collection to fortnightly from August 2022 to increase the amount of food processed into compost and to decrease food going to landfill.

When the weekly food and garden waste collections commenced in August 2022, about 20 per cent of households had put their landfill bins out in error. But this number soon dropped to two per cent of households after further resident communication and bins being tagged with 'Wrong Week' bin tags. Feedback received from pop-up stalls held in the first three weeks of August 2022 during the bin collection changes was consistent, where about two thirds of the community accepted or were happy with the change.

Over the past year, our community has decreased the volume of material sent to landfill by more than 9000 tonnes. In that same time, the amount of food and garden waste sent to the compost facility increased by almost 8900 tonnes.

A detailed waste audit of 250 household bins also found that more than half of the food waste thrown out was correctly being disposed of in the food and garden waste bin. This is more than double the amount of food waste in the bin prior to the change. A kerbside inspection of 21,000 food and garden waste bins found that about 90 per cent had the right items in the bin. We know this was a significant change, but thanks to the community's efforts, the results have been significant, too.

Garden Guides

As part of the Gardens for Wildlife program, our team of 10 volunteer Garden Guides continued to visit households, preschools, schools and churches in 2022/23 to provide support and advice on indigenous plants and other habitat features to support wildlife in their gardens. The Guides provide a report to residents with their suggestions and Council provides plant vouchers to help implement their indigenous gardens.



City Nature Challenge

In April and May 2023, Monash Council again took part in the worldwide City Nature Challenge. We ran two nature walks as part of the event - along Damper Creek and through Shepherds Bush. In overall participation, Greater Melbourne made 19,206 observations by 924 observers.

Micro forest

A micro forest, the first in Melbourne, has been created at Wellington Reserve, Mulgrave. The forest is a place for people to immerse in nature and enjoy being outside. It increases biodiversity in an area that is canopy-poor. As well as creating new habitat for local native wildlife and insects, the forest helps retain water in the soil for the plants to use and assists in cooling on hot days. The forest is made up of recycled elements, including repurposed logs, rocks, soils, compost, mulch and sand. The community helped design the forest and plant and mulch during community planting days.



Nature Strip Planting Project

The Nature Strip Planting Project encourages and supports residents to plant their nature strips to help increase biodiversity, mitigate the effects of climate change, and cool and beautify the streets. Residents who obtain a permit receive incentives such as free indigenous plant seedlings and a garden store voucher. Guidelines, how-to video, suggested plant list and phone support assist residents from start to finish. Thirty-six households have applied for nature strip planting permits this year and 230 residents have expressed an interest in being part of the program. Two demonstration nature strips have been created outside of Amaroo and Mackie Road neighbourhood houses.

Reusable Nappy Feasibility Study

Council led a reusable nappy feasibility study with 12 other Melbourne councils to research and understand how to implement a best-practice reusable nappy program.

With councils estimating that five to 15 per cent of household landfill bins contain disposable nappies (by weight), the study asked how to best reduce disposable nappy waste to landfill, support parents and carers and increase both first-time and continued use of reusable nappies.

The five-month study included a review of nine Melbourne-based, four Australia-wide and three international reusable nappy programs, and 12 reusable nappy brands – including a triple-bottom line assessment. Social research was also undertaken with 2,282 expectant parents and current parents and carers across Melbourne, including 262 Monash residents.

This research found 34 per cent of participants used a combination of reusable and disposable nappies, with 18 per cent using reusable nappies only. Up to 90 per cent of expectant parents and carers were open to assistance to help make the switch to reusables through interventions like workshops, trial kits or advice from a trusted source.

The research showed there were opportunities to begin to make an impact by encouraging more parents and carers to use reusables. Council is looking into ways to help parents and carers do this. To support ongoing use and uptake, the study recommended councils deliver more education and more opportunities for expectant families and the community to experience and connect with reusable nappy programs and products.

The project was supported by the Circular Economy Councils Fund, delivered by Sustainability Victoria on behalf of the State Government. Council is part of a 14-council grant project that will implement the recommendations of the study in 2023/24.

Keep Australia Beautiful Week

On 17 August 2022, young people from Monash Youth Services' Activate program undertook a rubbish collection rally at Batesford Reserve in Chadstone to celebrate Keep Australia Beautiful Week and to raise awareness about the simple things young people can do to encourage action and reduce our impact on the environment.

Lighting upgrades

As part of our commitment to the *Zero Net Carbon Action Plan 2020-2025*, in 2022/23 we began replacing nearly 500 standard major and minor road mercury vapour streetlights with energy-efficient LEDs across the municipality. The existing 80, 125 and 250-watt mercury vapour streetlights are being replaced with LEDs that are up to 82 per cent more energy efficient. Around 98 per cent of the lights taken down during the project will be recycled. The glass collected is recycled into products such as glass wool insulation for homes, while the mercury is distilled and reused in the dental industry to manufacture amalgam. Metal, like the aluminium body and other fixed components (steel screws and copper wires), will be collected and melted down for reuse. The new lights will also increase lighting quality, improving safety for

drivers and pedestrians, and minimise light spill into our bushland reserves, meaning birds and wildlife will be less impacted. Replacements will continue across Monash until the end of 2023.

Electric vehicle charging bays

Monash is now home to four public electric vehicle (EV) charging bays. The EV bays are in key activity centres, in front of Mount Waverley Library and Community Centre, Monash Youth Services at Euneva Car Park, and Glen Waverley Library on Kingsway. The bays provide residents with access to up to one hour of free charging per day in Glen Waverley and up to two hours charging in Mount Waverley. The Charge Up Monash project aims to make it easier for people to top up their ride while visiting Council service centres and local businesses, while also encouraging the transition to zero emissions vehicles. The EV stations are powered from 100 per cent renewable energy thanks to Council's participation in the Victorian Energy Collaboration. The \$60,000 project received a \$25,000 Destination Charging Victoria Grant from the Department of Environment, Energy and Climate Action. We are also expanding our Council vehicle charging capacity with a dual 22kW charger and a 60kW charger, supported by a \$37,500 EV Charging for Council Fleet grant, also from DEECA.

What's your Jam?

What's Your Jam? was a two-month-long community campaign during May and June 2023 to promote participation in environmental volunteering. We brought together community organisations and friends' groups to offer a variety of clean-up, recycling, planting and other events. These included a micro forest planting day, a repair café, a workshop on starting your zero-waste journey, Monash op shop bus tour, Olives to Oil Festival event, and various environmental events for local bushland and park areas.

Business Energy Saver Program

Monash Council provides a business sustainability advisory service on behalf of eight member councils from the Eastern Alliance for Greenhouse Action. Over the past year, the team met face-to-face with more than 1,200 small to medium-sized businesses across the eastern region of Melbourne to provide information on energy upgrade rebates available from government and referrals to help them upgrade alliances and lighting to reduce electricity costs and greenhouse gas emissions.

Gardiners Creek Regional Collaboration

Council has signed a memorandum of understanding to collaborate with 22 organisations on environmental and recreation improvements of the Gardiners Creek catchment (which includes Valley Reserve and Damper Creek Conservation Reserve). The collaboration was launched in March 2023. Gardiners Creek is an urban waterway originating near Blackburn and flowing through Burwood and Malvern East before following the Monash Freeway to the Yarra River. It plays an important role in providing open space, offering highly valued active and passive recreational opportunities, as well as water and biodiversity values.

Monash Seed Library

The Monash Seed Library was established in March 2023 and encourages community members to grow their own vegetables, fruits, and herbs in their own gardens and then give back to keep the program growing. Seed library members can take their choice of seeds each season from the collection, enjoy the growing season and their crops, then 'return' any collected seeds from their harvest so they can be used for the next year's crop. The seed library is located at the Glen Waverley Library, with plans to extend to other libraries.

ADVOCACY CAMPAIGNS

State Election advocacy

With the State Election held in November 2022, our advocacy efforts continued in the lead-up for much-needed infrastructure and services. We had eight priority advocacy areas:

- ◇ Promoting the best start in life
- ◇ Supporting female participation in sport
- ◇ Encouraging active lifestyles
- ◇ Strengthening community services
- ◇ Taking action on climate control
- ◇ Connecting our City
- ◇ Glen Waverley upgrades
- ◇ Rectification works and cost-shifting burdens.

These areas each have projects that need important funding contributions from either or both State and Federal levels of government. We'll continue conversations with all local Members of Parliament to make sure we get the best outcomes for our community.

School crossings

Council continued to advocate for the State Government to fully fund the supervision of school crossings. Council led a campaign on behalf of 24 councils and the Municipal Association of Victoria calling for an urgent review of the school crossings system after a survey found 97 per cent of councils have unsupervised crossings, potentially putting schoolchildren at risk. In 2016, the State Government acknowledged the system needed a new model and committed to a broad strategic review of the school crossing system, a review councils welcomed. However, the review has not progressed. Council has called on the State Government to now undertake a comprehensive review as a matter of urgency, given the concerning results of the Council survey. When the

program began in the 1970s, it was a 50/50 shared model of funding between councils and the State Government. It is now closer to 70/30 for many councils, with the burden of the program resting with councils even though education is a state responsibility. Councils believe the program needs a complete overhaul.

Suburban Rail Loop

Council has continued its advocacy on this project, where overwhelmingly our community has told us they agree the Suburban Rail Loop is a game changer for transport in Victoria and for shaping Glen Waverley's future. But the community also shares our key concerns of the project's design. These include that the existing Glen Waverley station should be undergrounded with a direct pedestrian connection to the new SRL station; that Myrtle Street should be extended to create a ring road to support Council's long-term vision for a more pedestrian-friendly environment on Kingsway; and that off-street parking options need to be considered close to businesses in Kingsway.

Council held an information session on 13 July 2022 to report on the status of the project, outline several issues identified for Glen Waverley arising from the project, and to seek the community's feedback on what Council proposes for the Glen Waverley activity centre. About 150 people attended the session. There were also 723 submissions during the consultation period on Council's concerns with the project at Glen Waverley.

Council made a submission to the Suburban Rail Loop East: Environment Effects Statement and Planning Scheme Amendment GC197 on possible effects on the area resulting from the rail loop project. In August 2022, the Minister for Environment and Climate Action released her decision regarding the environmental

effects of the Suburban Rail Loop East project. She gave support to the project, finding effects on the environment were acceptable, subject to recommendations.

Council was pleased there was an acknowledgement of several Council and community issues, but our major concern - the lowering of the existing Glen Waverley station - remains unresolved.

Nations singer-songwriter; and the Valley Reserve Artwork Display at the Civic Centre, featuring photographs by Waverley Camera Club members, inspired by Indigenous knowledge, culture and the unique flora and fauna found in Valley Reserve.

Council also had events planned as part of NAIDOC Week in July 2023, where the RAP was to be officially launched.

Support for First Peoples

Council's *Innovate Reconciliation Action Plan* (RAP) identifies a whole-of-Council and community vision that supports our organisation and community to work to deliver actions that strengthen our relationships with Aboriginal and Torres Strait Islander Peoples. In developing the plan, which was formally endorsed by Reconciliation Australia in May 2023, Council consulted with Monash traditional owners and Monash Aboriginal and Torres Strait Islander community and reconciliation networks. Indigenous artist Marcus Lee, from the Karajarri people, was commissioned by Council to create artwork as part of the plan. The artwork was developed in consultation and collaboration with the Bunurong and Wurundjeri Woi Wurrung Traditional Owners whose lands make up Monash. To celebrate the launch of the artwork, Council lit up its Civic Centre from 17-21 April 2023 with the new design.

Council celebrated NAIDOC Week in July 2022 with events including TREATY - A Conversation, an exhibition of the work of six First Nations; an artist talk at The Track Gallery with Dr Paola Balla, Wemba-Wemba and Gunditjmara artist, curator, writer and academic; a screening of the award-winning short film *Elders*, followed by a conversation with Wotjobaluk and Ngarrindjeri writer/director Tracey Rigney and Dr Balla; a sell-out winter concert featuring Pirritu (Brett Lee), Ngiyampaa man and First

Gambling harm and prevention

Council is concerned about the impact gambling has on the most vulnerable members of our community. We have a history of leadership in the prevention of harm from gambling, and we are a founding member of the Alliance for Gambling Reform, working with them on key advocacy campaigns. In November 2022, Council's Public Health Approach to Gambling Harm Policy was endorsed by Council. The policy expresses Council's position through policy, leadership, advocacy and community action, and outlines our commitment to minimising the harm from gambling in the local community. The key emphasis is placed on reducing the economic, social and health harms associated with electronic gambling machines (EGMs) and other forms of gambling in Monash. At the 31 January 2023 Council meeting, councillors also resolved to provide in-kind support to sporting clubs and community groups to support the implementation of the policy. Council also hosted an online session on gambling harm and young people, as part of Gambling Harm Awareness Week in October 2022.

Regional Local Government Homelessness & Social Housing Group Charter

Thirteen councils representing two million residents in Melbourne's east and south-east joined in 2019 to create a unified voice calling for urgent action for more social housing to end homelessness. The Regional Local Government Homelessness and Social Housing Charter 2020 prioritises regional commitments that the 13 councils will act on. From January 2023 to January 2024, Monash Council is leading the governance and coordination of the group's meetings.



Elder abuse awareness

Council again recognised World Elder Abuse Awareness Day on 15 June 2023. As an acknowledgement of the day, the Monash Civic Centre was lit up purple - the colour of the campaign - in the evening, and a banner was displayed outside the Civic Centre on Springvale Road. Council also hosted a talk from Associate Professor Dr Diana Bossio from Swinburne University of Technology, followed by a walk in Jells Park hosted by the Waverley Bushwalking Club.

16 Days of Activism Against Gender-Based Violence

Council continues to support 16 Days of Activism, a global campaign to raise awareness about violence against women and its impact on a woman's physical, psychological, social wellbeing and economic security. From 25 November to 10 December 2022, Council again showed support through a social media campaign over the 16 days. The Civic Centre was lit up in orange – the signature campaign colour – and there were several library events promoting gender equality and violence prevention. Council also organised a walk to Bogong Reserve, followed by lunch, to promote the campaign.

Polished Man

Council supported the Polished Man campaign, which encourages people to actively take a stand, paint one nail blue (or any colour or design), spark up important and powerful conversations, and raise awareness and funds to end violence against women and children. Council held a barbecue breakfast for staff at the Monash Operations Centre, and for the month of October self-serve nail painting stations were set up in Council employee offices for people to show support by painting a fingernail. Donation cups were also provided at these locations.

ENGAGING WITH OUR COMMUNITY

Shape Monash

Council's online engagement platform has been operating for the past three years. Shape Monash encourages civic participation by enabling residents to sign up to receive alerts to consultations, whether online or in person.

The platform allows us to 'close the loop' on consultations by continually updating interested 'followers' of our engagement projects on the outcomes of consultation and progress on projects.

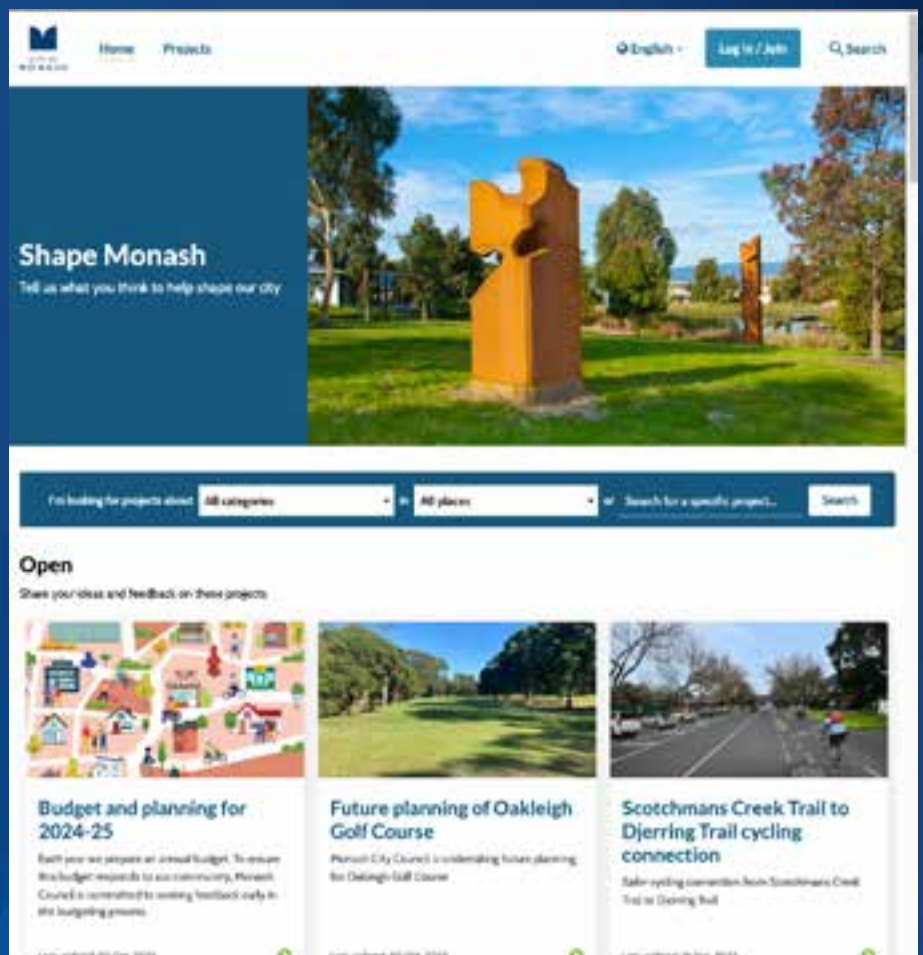
The platform has had 83,000 visitors to date, and 14,465 contributions to our consultation projects. We now have 4,400 registered participants, and 467 people signed up to the Monash Online Community Panel. The community panel consists of people who are willing to provide additional insights from a community perspective and have assisted with projects requiring deliberative engagement or a larger investment of time to consider issues more deeply. The panel is open to anyone with a connection to Monash and provides a broad representation of our diverse community.

Snap Send Solve

The app Snap Send Solve enables residents to report issues including graffiti, dumped rubbish, overgrown vegetation or footpath obstructions. The free app is available for both iPhone and Android phones. A total of 9,182 incidents were reported via the app between July 2022 and the end of June 2023. They included abandoned cars, damaged drains, parking issues, graffiti on Council property, footpath and road faults, dumped rubbish and overgrown vegetation on shared trails or nature strips, and missing bins. Once an issue is reported via the app, a report is sent to Council with the location, a photo of the concern, and an email. Council keeps residents informed on what action has been taken to resolve the issue.

Webchat

A Webchat service for residents to interact with the Customer Experience team online has been in use since early-2019. This has proved popular, and Council responded to 8,945 interactions through Webchat from July 2022 to the end of June 2023. In many instances, residents can have their questions answered and issues resolved online instead of visiting in person.





Language Aides

The Language Aide program extends Council's customer experience delivery in a number of languages to residents, business owners, and visitors to the municipality. A number of Monash staff have completed accreditation training to provide translator assistance to people who may not speak English or prefer to converse in another language. The program provides interpreters in languages including Hindi, Punjabi, Mandarin and Cantonese. Language Aide staff help customers communicate with a Council officer, understand a letter or form they have received, or provide instructions or directions.

Livestreaming Council meetings

Council continues to livestream its monthly meetings so people can watch online or catch up on archived meetings at their convenience. Meetings have been livestreamed since February 2017 as another way of engaging with the community and ensuring that Council operations are open and transparent. Livestreaming became particularly important in 2020 and 2021 as COVID-19 social distancing restrictions meant a number of meetings were closed to members of the public, to ensure health and safety. People can watch the meetings live or on a later date as they remain archived on Council's website. The video is divided into individual agenda items, so people can choose to watch items of interest or the whole meeting. We had 1,040 live views and 2,053 views of archived meetings in 2022/23. This compared with 975 live views of livestreamed meetings and 5,725 views of the archive file in 2021/22.

SATISFYING OUR COMMUNITY

Council's annual Community Satisfaction Survey was conducted in February 2023, with a welcome return to face-to-face interviews after phone surveys for the past two years. The research was again undertaken by independent research company Metropolis Research Pty Ltd, with 800 randomly selected residents aged 15 years and over.

Council recorded an overall satisfaction score of 7.18/10 - an improvement from the 2022 result of 7.07. This result placed Monash as the top council in overall results, and higher than both the metropolitan average (6.98) and the councils that make up Melbourne's eastern suburbs (7.01).

Satisfaction in the Local Government Performance Reporting Framework reporting requirements for Monash were:

- ◇ Council's overall performance (7.18)
- ◇ Maintaining trust and confidence of the local community (7.14)
- ◇ Community engagement and consultation (7.17)
- ◇ Making decisions in the interest of the community (7.15)
- ◇ Responsiveness to local community needs (7.01)
- ◇ Representation, lobbying and advocacy on behalf of community (7.13).

Monash Council services with the highest satisfaction levels included:

- ◇ Local library and library services (8.52)
- ◇ Regular green waste collection (8.28)
- ◇ Recreation and aquatic centres (8.24)
- ◇ Sports ovals and outdoor sporting facilities (8.06)
- ◇ Local playground provision and maintenance (8.03)

Other increases included:

- ◇ Planning for population growth (up 9.5 per cent)
- ◇ Parking enforcement (up 8.7 per cent)
- ◇ Customer service (up 8.1 per cent)
- ◇ Council's website (up 5.2 per cent)
- ◇ Footpath maintenance and repairs (up 5.1 per cent)

Areas identified as needing attention were:

- ◇ Traffic management (up 13.7 per cent)
- ◇ Parking both enforcement and availability (up 12 per cent)
- ◇ Lighting (up 7.1 per cent)
- ◇ Road maintenance and repairs (up 6.4 per cent)
- ◇ Provision and maintenance of street trees (up 5.4 per cent)

COMMUNITY CONSULTATIONS 2022

JULY

Jack Edwards Pavilion Redevelopment Options

The local community and key stakeholder the Oakleigh Cannons Football Club were consulted on the design of a new pavilion. The project has proceeded to the detailed design phase.

Amendment C169 Open Space Contributions

The proposal to increase the open space contributions levy rate to 10 per cent was under public exhibition until 12 July 2022. Council adopted the panel recommendation, setting the public open space contribution rate at 7.61 per cent.

Suburban Rail Loop

Following the Suburban Rail Loop Inquiry and Advisory Committee Hearing, Council consulted the community on its concerns with the Suburban Rail Loop Authority's proposed plans and the impact on Council's structure planning for the Glen Waverley Activity Centre. Submissions closed on 31 July. During this consultation period, 723 submissions were received and around 150 people attended the community information session held at the Civic Centre on 13 July 2022. The overwhelming majority of participants (95 per cent) supported Council's position to underground the existing Glen Waverley station to create a connection between the new SRL station and the existing one.

AUGUST

Monash Boulevards

The draft Urban Design Framework (UDF) for Springvale Road and Dandenong Road was released for consultation between 18 July and 19 August 2022. The UDF was adopted by Council at its December 2022 meeting with some revisions that responded to community feedback.

Outdoor Dining

During July and August, Council consulted with traders and the broader community on a trial to extend outdoor dining in road 'parklets'. The trial was adopted by Council while further consultation took place with traders during the trial period before adopting the final Parklets on Roads policy in February 2023.

SEPTEMBER

Arts and Culture Strategy 2025

Following community engagement on the strategy earlier in the year, the draft *Arts and Culture Strategy* was made available for public consultation in September and adopted in November.





OCTOBER

Public Health Approach to Gambling Harm Policy

After initial consultation earlier in the year, the draft policy was exhibited for public feedback until 22 October. There was strong support for it and the final policy was endorsed by Council at its meeting on 29 November.

LGBTIQA+ Action Plan

In February, we consulted the community to understand priorities, which then informed the draft action plan. The draft action plan was presented for public feedback in October. A revised version taking account of feedback was adopted by Council in November.

NOVEMBER

Seniors Exercise Park Feasibility Study

For this feasibility study, we sought the views of the community panel members aged 50 years and over. Valuable feedback supported a recommendation and decision that the future upgrades of neighbourhood-scale active recreation hubs consider and include intergenerational exercise opportunities for everyone, including adults and seniors, including the three sites identified as part of the study.

Monash Reconciliation Action Plan

The draft *Reconciliation Action Plan* (RAP) was presented to the community for feedback. Consultation earlier in the year helped inform the RAP which was endorsed by Council in December before submitting to Reconciliation Australia for formal endorsement.

DECEMBER

Annual Planning Process – Budget 2024/25

The first round of consultation included pop-up listening posts and online engagement that asked participants to consider Council's operational budget, vote on projects and even nominate a project of their own. An additional meeting of Council was held to consider project nominations.



COMMUNITY CONSULTATIONS 2023

FEBRUARY

Playspace upgrades in 2022 and 2023

From mid-January to mid-February, we consulted families and children on the schematic designs for local playgrounds at Highview Park, and Cambro Road, Diamond Avenue, Rembrandt Drive, Portland Street North and Mount Waverley reserves.

Scotchmans Creek Trail upgrade

We completed the first round of public consultation and received valuable feedback from the community. The design plan is being amended based on some of the comments received.

MARCH

Gladeswood Reserve Masterplan

We asked the community on their thoughts on the current usage and future of Gladeswood Reserve. The draft consultation report and the draft options analysis and draft masterplan was due to be considered by Council at an upcoming meeting for approval to publicly exhibit for community feedback.

APRIL

Public Art Policy and Framework

A review of Council's public art program was a Year 1 commitment in the *Monash Arts & Culture Strategy 2025*. The draft Public Art Policy and Framework were made available for public consultation in April and adopted by Council in May.

MAY

Portman Street footpath enhancements

Community consultation on the schematic design for Portman Street, Oakleigh, revealed significant trader opposition. On that basis, Council resolved the project would not proceed, and that the status quo remain in place.

Annual Planning Process – Budget 24/25

The final round of consultation for this project asked for volunteers to form a community panel who were guided through a deliberative process to make sure we are getting it right now, and in future budgets. The panel made its recommendations to Council.

JUNE

Playspace upgrades in 2024 and 2025

Residents, and especially children, were invited to tell us their preferences and wishes for their local playgrounds. We invited new ideas and even drawings and plans to help inform the eventual designs. The playgrounds being consulted on were Argyle Reserve, Huntingdale; Orchard Street Reserve, Glen Waverley; Westbrook Street Reserve, Chadstone (new playspace); and new district-level playspaces at Princes Highway Reserve, Oakleigh East, and Mulgrave Reserve, Wheelers Hill.

BUILDING COMMUNITY CAPACITY

Sir John Monash Awards

Council acknowledges the selfless community members in Monash who give so much back to the community through these awards, which are named after General Sir John Monash in recognition of his service and dedication to others.

We received 31 nominations across nine award categories. The closing date was extended by 10 days for Active Monash and Multicultural Champion categories to accommodate more entries, of which five nominations were subsequently received between the two.

The Brentwood Green Team won the overall Sir John Monash Award for Outstanding Leadership and for Sustainability Leadership. Over the past few years, Glen Waverley's Brentwood Secondary College has focused on improving infrastructure and reducing the usage of electricity, water and waste and is now rated a five-star ResourceSmart School. The Brentwood Green Team comprises 30 students from years 7 to 12 who meet every week to discuss sustainability

issues that concern the college, develop new projects and report progress on current projects. The school's Premier's Sustainability Award-winning campaign - 'Towards Zero Bremissions' – has educated the community about the importance of immediate climate action, reducing its emissions by 23 per cent over the past five years.

The school generates 40 per cent of its electricity usage using renewable energy; promotes comingled recycling and composting; conducts on-site and community-based tree planting; raises awareness of climate action by running webinars and videos; and has published a cookbook to promote meat-free meal alternatives.

THE 2022 WINNERS ARE LISTED BELOW:

- ◇ **Multicultural Champion:** Sithy Marikar
- ◇ **LGBTIQA+ Community Leadership:** John Tzimas
- ◇ **Outstanding Advocate of People with Disabilities:** Shirleen St John
- ◇ **Sustainability Leadership:** Brentwood Green Team
- ◇ **Youth Leadership:** Josiane Marriott
- ◇ **Volunteer of the Year:** Greg Menzies
- ◇ **Inspirational Women's Leadership:** Yohana Jury
- ◇ **Positive Ageing Leadership:** Pamela Smith



Community Grants

Monash Council funded more than \$2.5 million in community grants to groups and organisations in Monash in 2022/23.

Monash has one of the largest community grants programs in Victoria, and 222 applications were considered in 2022/23.

Council provided cash and in-kind funding (including hall hire or printing) to 177 organisations and services that met the funding criteria. Of these, 97 were new applicants and 125 were recurrent groups.

These included four major festivals, seven community events, 27 community strengthening projects, 18 arts and cultural projects and eight positive ageing projects.

Council also allocated \$100,000 plus any residual community grants budget for the continuation of the successful Quick Response Grant program, and \$6,000 to provide funding for Mental Health First Aid training to assist sporting clubs to meet the requirements for the Active Monash Sports Club Framework, on application.

Projects Building Community Capacity

Community Activation and Social Isolation (CASI) Initiative

Council received funding from the State Government to establish the CASI initiative. This Community Activation and Social Isolation project was established to help the community build new social connections and networks of support. The project has had several successes including the establishment of the Community Connector Local Support Network (LSN). The network has met regularly and comprises community and volunteer organisations, local community groups, and community leaders. Although the CASI initiative was due to finish at the end of 2021, the network made the joint decision to continue meeting in 2022. The network has provided a useful platform for our support agencies to stay connected and continue the work of combatting social isolation and loneliness.

In 2022/23, CASI funded a new fitness group, part of the Active Communities Active Winter program at Wellington Reserve in Mulgrave. More than 30 community members joined an Active Monash personal trainer weekly in July and August 2022 for a circuit session. After each session, participants were invited to a free morning tea to build social connections and create links with Mulgrave Library and Mackie Road Neighbourhood House, based in Wellington Reserve Community Centre. The fitness sessions are ongoing and have consistently maintained a high level of participation and strong community connections between participants.

Monash Youth Committee

The Monash Youth Committee (MYC) is made up of people aged 15 to 25 who discuss ideas and promote positive initiatives to benefit young people who live in the municipality. In the past 12 months, the committee has been working on education campaigns focusing on financial education, scams and gambling harm.



Disability Advisory Committee

The Monash Disability Advisory Committee continued to meet in person during spring and summer and online during autumn and winter in 2022/23, giving community members with a disability, carers, and those with interests in disability an opportunity to advocate directly to Council on behalf of people with a disability, their families and carers. A successful recruitment drive saw three new members take up positions on the committee and previous members reappointed.



Monash/Knox Pathways for Carers

The Pathways for Carers Program met monthly throughout 2022/23, providing information to carers on a variety of services and supports in the eastern region. The program offers carers of people with a disability or a mental health issue an opportunity to share walks with other carers and learn more about news, services and support available to carers. A Carers Day Out was also held in May, with carers visiting the Independent Living Expo held at the Melbourne Showgrounds.

Student Space

Monash Student Space is a quarterly newsletter aimed at school-aged children and young people living and/or studying in the City of Monash.

Most of the content for each newsletter is written by children and young people aged 10 to 17. Most decisions regarding the newsletter are made in conjunction with the children and young people who contribute to the publication of each newsletter. The newsletter also communicates relevant events, programs or Council-run initiatives to children and young people who subscribe to the newsletter, to ensure they are made aware of opportunities to participate in the community.

Youth Leadership Programs

To meet the changing needs of young people, the method of offering leadership opportunities has evolved to one-off and short-term commitment workshops and working groups. Monash Youth Services (MYS) has successfully delivered eight skills development workshops to more than 100 young people this year. Forty-six young people have engaged in project specific working groups, committing to leadership opportunities with a shared vision and goal.

The offering of programs within the Leadership Suite remains an option for future delivery through expression of interest by community members.

Gender Equity Advisory Committee

The Gender Equity Advisory Committee (GEAC) is made up of community members, councillors, and representatives of community organisations, agencies, and service providers who have a focus on gender equity or women's health and wellbeing. This year, committee members gave invaluable feedback to a wide range of Council departments and contributed to providing a gender lens over a number of key Council strategies, such as the *LGBTIQ+ Action Plan 2023-2025* and the *Monash Boulevards*

Urban Design Framework. In support of Council's participation in the 16 Days of Activism Against Gender-Based Violence, committee members explored the drivers of violence against women, the link to gender inequality, and reflected and celebrated the role the group has and can play in prevention.

LGBTIQA+ Advisory Committee

Council endorsed the new LGBTIQA+ Advisory Committee at the 15 December 2020 Council meeting as part of its ongoing commitment to better recognising, representing and connecting with members of Monash's LGBTIQA+ communities. The role of this committee is to provide Council with advice on strengthening the representation and inclusion of people who identify as LGBTIQA+ within the Monash community and to contribute to the development and implementation of Council's *LGBTIQA+ Action Plan*. The committee comprises 14 passionate community members and two councillors who advocate for equity and inclusion for the LGBTIQA+ communities in Monash.

Environmental Advisory Committee

There are 15 new community representatives in the 2022-2024 Environmental Advisory Committee (EAC), which was finalised in the new year. The committee continues to meet monthly in person or via Zoom to discuss a range of topics and issues including behaviour change and sustainable education, advanced waste management, biodiversity, community engagement, water-sensitive urban design, innovation, and circular economy.

Multicultural Advisory Committee

Monash is one of the most culturally diverse communities in Victoria with around 50 per cent of our population born overseas. The committee meets to consult on issues affecting Monash's culturally and linguistically diverse community (CALD) and provides feedback and advice to Council on its policies, plans and services that impact people of culturally and linguistically diverse backgrounds. The committee helps Council to promote the benefits of cultural diversity in the Monash municipality and beyond,

and provides advice to Council with its communication, engagement and consultation with CALD communities.

Community Safety Month

Community Safety Month is held across Monash every October and reminds us that we all have a role to play in keeping our community safe. For Community Safety Month 2022, there were many events for the community to participate in, on issues including online security, water safety, number plate safety, how to recognise and respond to family violence, and home fire safety.

Monash Maker Faire

To inspire people to engage more in the science, technology, engineering, arts and maths fields, Council partnered with Monash Tech School, and with support from Monash University hosted the Monash Maker Faire at Monash University's Clayton campus on 4 December 2022. This event attracted about 7,000 attendees and 56 makers to experience hands-on a variety of 'making' activities from arts and crafts to high tech. It is planned to deliver the event every two years, specifically to inspire makers in our community to follow their passion on to a potential start-up business, and for students to be more inclined to follow the STEM field, helping to fill the jobs of the future for our local high-tech businesses.



Monash Seniors Festival

In celebration of the 40th Victorian Seniors Festival, Council hosted the Monash Seniors Festival, packed with more than 70 low-cost and free Council and community events throughout the month of October highlighting our message 'Coming together, stronger than ever'. Events included a family-friendly film screening, twilight walk at Valley Reserve, picnic choir in the park, bus trips, open days, and the Monash Positive Ageing Expo.

Stories from your Community

With the demise of local newspapers in Monash, we wanted to create a platform where community stories were captured and shared. Since starting in the second half of 2022, our communications team has featured nine stories that build connection with our community and capture the heart-warming, the diverse and the unique in Monash. The stories are available to read on our website at www.monash.vic.gov.au/Stories-from-Your-Community

Moon Festival

The Moon Festival, led by the Glen Waverley Traders Association, was held for the first time in Glen Waverley on 10 September 2022. The Mid-Autumn Festival, also known as the Moon Festival or Mooncake Festival, is a traditional festival dating back over 3,000 years. It corresponds to mid-September when the moon is at its brightest and fullest size. The free festival, which featured roving entertainers, traditional performers, fire twirlers, musical acts, craft activities and mooncakes, was part of Council's ongoing commitment to embrace social inclusion, connection, community identity, celebration and the sharing of diversity and understanding.

Neighbours of Monash

The Neighbours of Monash Booklet was produced as part of the 'Hello Neighbour' Project funded by the State Government Community Harmony Grants Program.

We invited community members to share their stories of friendship to highlight the value of cultural diversity that exists in Monash and to share the connections that make us a stronger and more vibrant community.

A collection of 10 wonderful stories of friendship and neighbourliness were collated into a booklet, Neighbours of Monash. The booklet features six drawings from students from Grades 3, 5 and 6 at Albany Rise Primary School in Mulgrave. The children's artworks reflect on a friend from a different cultural background and describes what that friendship means to them.

Blue Tree Project

As a part of our ongoing commitment to improving mental health in the community, Council supported the Blue Tree Project by creating our first Blue Tree in Monash in October 2022. Initially starting in Western Australia, the Blue Tree Project has become a national initiative aiming to break down the stigma associated with mental health. The Blue Tree is a visual reminder to our community to have difficult conversations and encourage those who need to access support, to reach out. By spreading the paint, we are spreading the message that 'it's okay not to be okay'. The Monash Blue Tree is located at the entrance to Southern Community Centre in Mulgrave and is painted in the project's signature colour, with lighter blue handprints overlaid on the tree by our local MYzone youth participants, aged 8 to 13.

Mindful Walks in Mulgrave

A six-part series of Mindful Walks was held in Mulgrave to connect the community. Mindful Walks was delivered in partnership with NEAMI Life Connect, an organisation dedicated to suicide prevention in the eastern suburbs, including Monash. Twenty community members registered and braved the cold to participate each week. Attendees met weekly and enjoyed a walk around the wetlands in Waverley Park Estate and participated in facilitated mindfulness exercises by trained facilitator from NEAMI.



Mulgrave Mind Matters

In response to community needs, a mental health session was organised at Wellington Reserve Community Centre in Mulgrave in June 2023. Fifty community members attended the event, which featured an abridged mental health first aid session facilitated by a qualified counsellor. The presentation covered common mental health conditions and practical tips for seeking help for people or their loved ones. The session featured Sane Peer Ambassador Sandy Jeff OAM, who talked about her experiences of living with complex mental health conditions. Improving mental health is a key pillar of the *Monash Health and Wellbeing Plan 2021-2025*, and the strong turnout from the community reflects the need for accessible information about mental health.

SHINE Mandarin Women's Health Program

Following a mapping project of social connection programs offered by Council, the SHINE women's health program was developed in consultation with the community. The program aimed to provide accessible in-language health information to Mandarin-speaking women. The program offered two timeslots weekly over six weeks. The program proved very popular with all participant places filling within days. Stakeholders played a key role in helping to develop and deliver the program to be culturally sensitive and relevant for Mandarin-speaking women. Stakeholders included MiCare, Women's Health East, Diabetes Victoria and the Multicultural Centre for Women's Health. All attendees enjoyed the program and said the information presented was relevant to their needs.



Refugee Week 2023

Council is a proud Refugee Welcome Zone and looks to raise awareness of issues affecting refugees to promote harmony and togetherness. Council hosted two events for Refugee Week, which ran from 18-24 June with the theme of 'Finding Freedom'. An in-person panel discussion with Refugee Week ambassadors Edita Mujkic, Safiullah Taye, and Sidiqa Faqih was held at Clayton Community Centre Theatre where they told their stories and shared their experiences. We also held a screening of the film *Flee*, the remarkable true story of Amin, an Afghan refugee who recounts the extraordinary journey he undertook as a child refugee from Afghanistan to Denmark.

Parklets

With the support of the State Government's Safe Outdoor Activation Fund, Council has created several permanent outdoor parklets in key retail areas. These parklets support traders by providing opportunities for the community to sit down and have a meal or coffee from one of the local establishments while meeting with family and friends. An initial parklet was installed at Kerrie Road Reserve in Glen Waverley with more community spaces following at Dirigo Drive Reserve in Mulgrave, St Clair Crescent Reserve in Syndal and on Poath Road in Hughesdale adjacent to the Hughesdale Railway Station overpass and the Djerring Trail. A new permanent space in Winbourne Road adjacent to the Mount Waverley Shopping Village replaced the temporary parklet at the same site.

Specialised playgroups

Together Tuesdays is a weekly program at Cabena Child and Family Centre where playgroup families and seniors can drop in for morning tea and activities. The program was developed to create opportunities for engagement and interaction between generations. The sessions have been filled with beautiful music, dancing and lots of discussions.

A Rainbow Playgroup started in March 2023 for LGBTIQ+ families to come together and meet others that have a similar family dynamic to themselves. The families had attended various playgroup sessions and this was an extra opportunity for them to gain a sense of belonging, familiarity and community with each other.

Boosting bike confidence

The Sustainability team teamed up with Active Monash and the Community Strengthening team to help boost bike confidence in Monash. We held three Boosting Bike Confidence sessions for underrepresented groups - two women-friendly and one LGBTIQ+-friendly. We ran a free bike safety check day and we installed a bike repair station at the Monash Aquatic and Recreation Centre. Participants in the bike training and bike safety check reported increases in confidence and knowledge.



CALENDAR OF EVENTS 2022

JULY

- ◇ NAIDOC Week celebrations
- ◇ Winter Concert Series
- ◇ WordFest 2022
- ◇ Sir John Monash Lecture featuring panellists Roz Bellamy, Sam Elkin, Gary Lonesborough, Benjamin Law*
- ◇ Yoga in the gallery with Angela Cornish at MGA
- ◇ Memories of trees - Photowalk with Norm Hanson
- ◇ Artist talks at MGA: Being a Voice
- ◇ Being a Voice exhibition (MGA, until August)
- ◇ Return to Nature exhibition launch at MGA (exhibition until September)
- ◇ Storytime at MGA
- ◇ MGA school holidays workshop: Nature collage
- ◇ Library school holiday program
- ◇ Active Winter in Mulgrave

AUGUST

- ◇ Bringing Up Great Kids (online)
- ◇ Yoga in the gallery with Angela Cornish at MGA
- ◇ Black and white film photography: Return to nature workshop at MGA
- ◇ Postcards from our big backyard exhibition (MGA, until October)
- ◇ Notting Hill Neighbourhood House 15th Anniversary Open Day
- ◇ Library events for National Family History Month (including Nicole Jenkins and Kerry Farmer)
- ◇ Rainbow Storytime for Wear it Purple Day
- ◇ Australian Poetry Slam workshop
- ◇ Sunday Sessions – alcohol harm prevention program at Monash Aquatic and Recreation Centre and Oakleigh Recreation Centre

SEPTEMBER

- ◇ Bowness Photography Prize exhibition showcasing excellence in photography (MGA, until November)
- ◇ This Landscape Holds Grief by Paula Mahoney (exhibition until November)
- ◇ Australian Poetry Slam heat
- ◇ Library school holiday programs
- ◇ Hidden Poems workshops
- ◇ WordFest Short Story competition awards ceremony
- ◇ Habitat for Home Gardens
- ◇ Introduction to Recycling in Monash workshops (in-person and online)
- ◇ Biodiversity Blitz
- ◇ Moon Festival
- ◇ Monash Youth Film Festival 2022
- ◇ Storytime at MGA
- ◇ Yoga in the gallery with Angela Cornish (MGA)
- ◇ Return to nature: Curator floor talk with Stella Loftus-Hills (MGA)
- ◇ In Conversation at MGA: Vivian Cooper Smith with MGA Senior Curator Angela Connor
- ◇ Lumen printing: Return to nature workshop (MGA)
- ◇ Women's Health Week
- ◇ Make a cyanotype print tote bag: Return to nature workshop (MGA)
- ◇ This Girl Can Walk
- ◇ Table Tennis Pop-Up

* Held online due to COVID-19 impacts

OCTOBER

- ◇ Monash Seniors Festival
- ◇ Untold Stories workshop 1
- ◇ Technology sessions at Monash libraries
- ◇ Community Safety Month programs (online safety sessions and documentary screening)
- ◇ Recycling and Waste workshops (in-person and online)
- ◇ Gambling Harm Awareness Week online workshop
- ◇ Sir John Monash Awards
- ◇ In conversation at MGA: Anouska Phizacklea with Amos Gebhardt, Janet Laurence and Kiron Robinson
- ◇ Birds in flight - Photowalk with Norm Hanson
- ◇ Monash Active Outdoors Program
- ◇ Blue Tree Project launched
- ◇ Storytime at Waverley Gardens Shopping Centre

NOVEMBER

- ◇ Active Monash Month
- ◇ Tips for Growing Healthy Trees workshop
- ◇ Monash Open Gardens
- ◇ 16 Days of Activism Against Gender-Based Violence
- ◇ Library events: Christmas craft activities; Accidental photographer with Barb Wallace; Ikebana demonstration; tai chi and Chinese brush painting workshops; LEGO Family Challenge
- ◇ Eaton Mall Christmas Tree Lighting Event
- ◇ Exhibition launch at MGA: Leave Only Footprints by Tamara Dean and Lovers and Misfits by Peter Milne
- ◇ Lovers and Misfits exhibition (MGA, until February 2023)
- ◇ Forevermore exhibition by Matthew Peter Karak and Wilhelm Philipp launch (exhibition until January 2023)
- ◇ In conversation at MGA: Anouska Phizacklea with Paula Mahoney
- ◇ Leave Only Footprints exhibition (MGA, until February 2023)
- ◇ Kerrie Road Parklet Community Event and Kerrie Rd Neighbourhood House Open Day
- ◇ Christmas Soiree in the Library
- ◇ Remembrance Day services

DECEMBER

- ◇ 12 Days of Christmas in Monash and fireworks
- ◇ International Volunteer Day and Celebrating International Volunteer Day event
- ◇ Monash Maker Faire
- ◇ 16 Days of Activism events at Monash libraries
- ◇ Sensitive Santa storytime
- ◇ Movies in Monash end-of-year celebration
- ◇ Guided tours of MGA
- ◇ Late-night festive shopping and curator talks at MGA
- ◇ In conversation at MGA: Angela Connor with Peter Milne
- ◇ Monash Active Summer Program

CALENDAR OF EVENTS 2023

JANUARY

- ◇ In conversation at MGA: Angela Connor with Matthew Peter Karak and Wilhelm Philipp
- ◇ In conversation at MGA: Tamara Dean with MGA Director Anouska Phizacklea
- ◇ Library school holiday programs
- ◇ Lunar New Year programs (paper cutting and dumpling sessions) at Monash libraries
- ◇ Untold Stories Youth workshop
- ◇ Guided tours of MGA (until February)
- ◇ Storytime at MGA
- ◇ About Face exhibition (MGA, until February)

FEBRUARY

- ◇ Seasonal bouquet workshop with Vivien Hollingsworth of Studio HOLLINGSWORTH (MGA)
- ◇ Making scents – insights into olfactory art with scentsmith Ainslie Walker (MGA)
- ◇ Clayton Festival
- ◇ Lunar New Year and Lantern Festival
- ◇ Seeing by chance - Photowalk with Norm Hanson
- ◇ Queer in focus - identity, prejudice and community (MGA)
- ◇ Library workshops: Furoshiki: Japanese sustainable fabric wrapping; resume and cover letter writing; beginner's guide to building a website; preserving food
- ◇ Launch of 2023 monthly Family History Group program
- ◇ Library information sessions: State Trustees; exercise at your desk (Zoom)
- ◇ Launch of 2023 Monday Murder Film Club sessions
- ◇ Digital Safety morning tea in partnership with PALS
- ◇ Soil and seeds gardening talk with Jaclyn Crupi
- ◇ One Bright Moon author talk with Dr Andrew Kwong

MARCH

- ◇ Live at Warrawee 2023
- ◇ Monash Gallery of Art rebrands as Museum of Australian Photography (MAPh)
- ◇ Active Pride
- ◇ 100 Faces exhibition (MAPh, until May)
- ◇ 100 Faces curator tours (MAPh, until May)
- ◇ Seeing in detail – Photowalk with Norm Hanson
- ◇ Ten Strangers – artist tour (MAPh)
- ◇ Develop - MAPH's annual showcase of work by emerging photographic artists – launch (exhibition until April)
- ◇ International Women's Day event with Girl Geek Academy
- ◇ International Women's Day Lunch with Tammy Barton
- ◇ Sponsorship Forum for sports clubs
- ◇ Giving Voice to Menopause on-demand documentary screening
- ◇ You Should be Grateful on-demand film screening



APRIL

- ◇ Fun in GW festival
- ◇ City Nature Challenge
- ◇ National Volunteer Week
- ◇ Webinar: What happens to your recycling
- ◇ Detox Your Home
- ◇ TOPshots 2022/23 exhibition launch, award announcement and exhibition (MAPh, exhibition until May)
- ◇ TOPshots 2022/23 tours (MAPh, until May)
- ◇ In conversation at MAPH: Maree Clarke and Rod McNicol with MAPH Senior Curator Angela Connor
- ◇ MAPH workshop: Working with strangers with Madeline Bishop
- ◇ MAPH school holiday program: Making Faces creative workshop for kids
- ◇ Storytime at MAPH
- ◇ Victor Melder Lecture - Collecting Antiquarian Ceylon Books
- ◇ Monash Active Outdoors Program
- ◇ Wheelers Hill Parklet Community Event
- ◇ Anzac Day services
- ◇ Glen Waverley historical walk
- ◇ Library school holiday programs
- ◇ Tamil & Sinhala New Year family events
- ◇ Old Vintage Melbourne 1960-1990 author talk with Chris Macheras
- ◇ Sensitive Storytime sessions
- ◇ Victoria Purman book launch
- ◇ Changi talk with Dr Lachlan Grant from the Australian War Memorial
- ◇ Van Gogh artist talk with Raymond Gui
- ◇ Australian Health Care information session
- ◇ Brain training



MAY

- ◇ Neighbourhood House Week
- ◇ MGA X Artist Photography Auction
- ◇ IDAHOBIT
- ◇ All Ages Tour
- ◇ Fire and Light festival
- ◇ Monash Women's Business Network Lunch with Susan McLean
- ◇ Starting your Zero Waste Journey with the Urban Nanna (online and at MAPH)
- ◇ Untold Stories: Uncovering LGBTIQ+ stories of the COVID-19 pandemic (MAPh, until June)
- ◇ MAPH workshop: Large format camera workshop with Shea Kirk
- ◇ Seeing the person: keep it simple – Photowalk with Norm Hanson
- ◇ VCE Fast Folio Feedback event (MAPh)
- ◇ TOPshots 2022/23 artist talks online (MAPh)
- ◇ What's your Jam? Discover environmental volunteering in Monash
- ◇ Reconciliation Week Concert: A Night With David Arden
- ◇ Monash Connects
- ◇ Monash Active Outdoors Program
- ◇ Monash Volunteer Sports Forum
- ◇ Monash Op Shop Tour
- ◇ Mindful Walks in Mulgrave
- ◇ SHINE Mandarin women's health series (until June)
- ◇ Library workshops: creative notebook; chocolate and card-making; tarot and oracle card; smartphone photography and editing; brain training
- ◇ Hector Crawford author talk with Rozzi Bazzani
- ◇ Carol and Farewell, My Queen film screenings for IDAHOBIT
- ◇ Serving in Silence with Professor Noah Riseman for IDAHOBIT
- ◇ Fiona Lowe book launch
- ◇ Liver Health and Womens Health information sessions
- ◇ Brooklyn film screening for Council volunteers
- ◇ History of the Melbourne Royal Show hybrid event



JUNE

- ◇ Monash Active Winter Program
- ◇ Winter Series 2023
- ◇ WordFest 2023
- ◇ Hand colouring photographs – workshop with Norm Hanson (MAPh)
- ◇ Storytime at MAPH
- ◇ ZAHALKAWORLD exhibition launch (MAPh, exhibition until September 2023)
- ◇ School holidays at MAPH – ZAHALKAWORLD for Kids
- ◇ Refugee Week In Conversation: Finding Freedom
- ◇ Disability Awareness Training for Volunteers
- ◇ Mind Matters in Mulgrave
- ◇ Men's Health Week – *Happy Sad Man* documentary screening
- ◇ Winter in the Productive Garden session with Jaclyn Crupi
- ◇ Library workshops: crochet and knitting for beginners; advanced online security; warm winter recipe and book chat
- ◇ Library information sessions: Bolton Clarke (covering healthy eating and nutrition; Healthy brain, healthy body); Accessing Aged Care with Services Australia; State Trustees
- ◇ *Flee* documentary screening (Pride Month and Refugee Week event)
- ◇ Library school holiday program
- ◇ Sensitive storytime

COUNCIL AWARDS, GRANTS AND FUNDING

Awards

Paintback program

Under the popular industry-led program Paintback, the Monash Recycling and Waste Centre continues to be a leading collection point for paint. Up to May 2023, 198,255kg of paint was delivered to the centre's collection point in Notting Hill and responsibly recycled. This ranks the Monash Recycling and Waste Centre as the number one collection point in Victoria, and second in Australia.

2022 Victorian School Design Awards

The Wellington Child and Family Hub was a joint winner of the Best Kindergarten and Early Learning Facility category in the 2022 Victorian School Design Awards.

It was the first time the Victorian School Building Authority provided an award for the design of kindergartens and early learning facilities.

The concept for the hub came from the need for a space that would allow families to utilise the centre from when their children are born through the Maternal & Child Health service, through to supported playgroups and then on to three and four-year-old kindergarten, while also having family support and allied health services to allow families to access a 'one-stop shop'.

Parks and Leisure Australia Awards of Excellence

Westerfield Drive Sensory Playspace was awarded the best new playspace under \$500,000 at the Parks and Leisure Australia Awards of Excellence, announced on 8 June 2023.

The playspace provides opportunities for sensory stimulation (sound, sight, touch, smell), as well as engagement in interpretive, educational and nature play elements and includes mural art and an Access Key, which is designed to help people with a disability feel comfortable and at ease visiting public venues by providing them with downloadable information before a visit.

The playspace was the outcome of collaboration between Council officers and the Notting Hill Neighbourhood House, which resulted in 500m² of open space being returned for public access, allowing for the development.

AUSActive National Awards Program

Active Monash was nominated for two AUSActive National Awards Program awards for 2022 - Social Value & Community Impact Award for its Active Communities Program, and Most Inclusive and/or Diverse Program for the Integrated Placement Program Partnership with Holmesglen TAFE.

Aquatics & Recreation Victoria (ARV) Awards

At the Aquatics & Recreation Victoria (ARV) Awards night in June 2023, Active Monash staff were nominated in 10 awards categories, with the Swim Teacher of Babies, Infants and Preschool Award going to Imelda Killeen. Imelda's dedication to teaching and nurturing young swimmers has left a lasting impact on their lives, fostering a love of water, and ensuring their safety.



Grants and Funding

Here are some of the grants and funding Council received or was awarded in 2022/23:

- ◇ \$178,295 from Sport and Recreation Victoria's 2021/22 World Game Facilities Fund for Tally Ho Reserve sportsground lighting
- ◇ \$463,105 from Sport and Recreation Victoria's Local Sports Infrastructure Fund for the Carlson Reserve multi-sport court redevelopment
- ◇ \$76,000 from the State Government's 2022 Living Local Fund for Mount Waverley Reserve playspace enhancements
- ◇ \$37,500 from the State Government's EV Charging for Council Fleets program for two electric vehicle (EV) charging stations, including a superfast 50kW charger at the Monash Operations Centre
- ◇ \$25,000 from the State Government's Destination Charging Across Victoria program for four EV charging stations at two locations
- ◇ Up to \$22,000 from the State Government's Victoria's Community Climate Change and Energy Action Program to support installation of solar panels on the pavilion at Scammell Reserve, and Monash Men's Shed
- ◇ \$20,000 from the State Government's Our Catchments, Our Communities Grant for a micro forest at Wellington Reserve in Mulgrave via partnership with Living Links
- ◇ \$40,000 from the Melbourne Water Liveable Communities, Liveable Waterways Program to extend a water sensitive urban design officer
- ◇ \$100,000 from the State Government for parklet spaces at the Pinewood shops, Winbourne Road (Mount Waverley) and in Kingsway (Glen Waverley)
- ◇ \$75,000 from Creative Victoria's Strategic Initiatives to support the Museum of Australian Photography's programming
- ◇ \$14,000 from the Gordon Darling Foundation to support the Museum of Australian Photography's ZAHALKAWORLD publication
- ◇ \$10,000 from the Gordon Darling Foundation auspiced grant through RMIT University to support the production of videos for publishing on the Museum of Australian Photography and RMIT's Australian Photography Channel
- ◇ \$177,690 from the State Government through Creative Victoria's On the Road Again initiative to support Live at Warrawee and local live music events.





SECTION TWO

GOVERNANCE



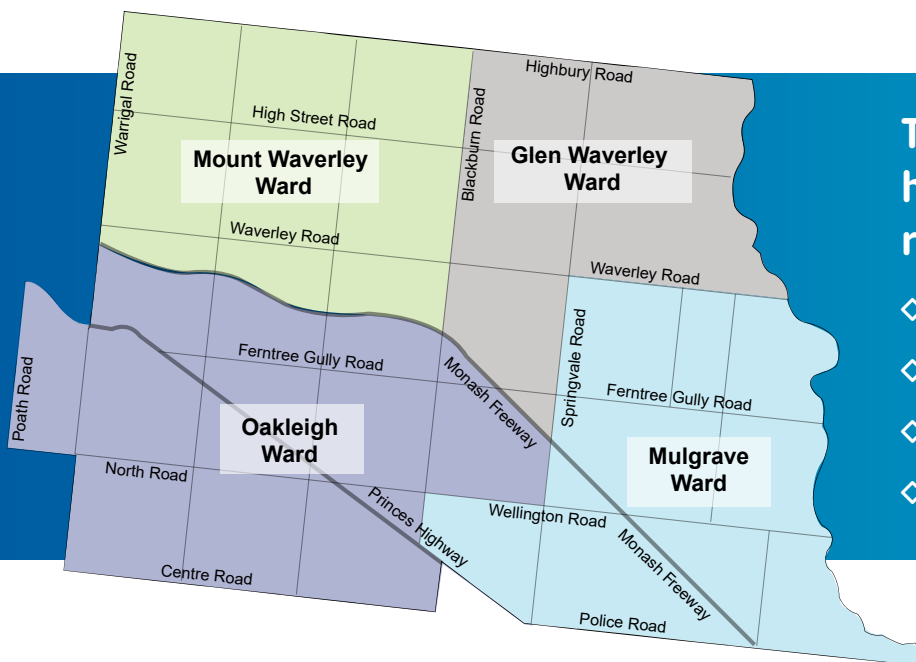
COUNCILLORS

Governance is about Council operating effectively, efficiently, impartially and with integrity and compassion.

At Monash, we place a strong emphasis on good governance, and all of Council's decisions are made based on good governance principles and the needs of our community. We have appropriate policies and procedures in place to ensure we meet the legislative requirements of the *Local Government Act 2020*.

Councillors are democratically elected every four years in a general election in accordance with the *Local Government Act 2020*.

Elections for the four-year term were held on 24 October 2020.



The City of Monash has 11 councillors who represent the wards of:

- ◇ Oakleigh
- ◇ Mount Waverley
- ◇ Glen Waverley
- ◇ Mulgrave

The table below lists Monash councillors who served in 2022/23, their ward and election date.

Councillor	Ward	Election Date
Paul Klisaris	Mulgrave	24 October 2020
Shane McCluskey	Mulgrave	24 October 2020
Tina Samardzija	Mulgrave	24 October 2020
Geoff Lake	Glen Waverley	24 October 2020
Nicky Luo	Glen Waverley	24 October 2020
Josh Fergeus	Oakleigh	24 October 2020
Stuart James	Oakleigh	24 October 2020
Theo Zographos	Oakleigh	24 October 2020
Brian Little	Mount Waverley	24 October 2020
Rebecca Paterson	Mount Waverley	24 October 2020
Anjalee de Silva	Mount Waverley	24 October 2020

COUNCILLOR CODE OF CONDUCT

The Local Government Act 2020 requires councils to review and approve a Councillor Code of Conduct within four months of each general election.

On 23 February 2021, Council adopted a revised Councillor Code of Conduct which is designed to:

- ◇ Assist councillors to maintain the highest standards of conduct and behaviour, as well as provide a means to deal with problems they may encounter
- ◇ Attract the highest level of confidence from Council's stakeholders
- ◇ Assist the mayor and councillors to discharge the responsibilities of their public office appropriately.

In addition to setting out the Councillor Conduct principles, the code also outlines:

- ◇ Other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest
- ◇ Roles and relationships
- ◇ Dispute resolution procedures.

A copy of the Councillor Code of Conduct is available on Council's website at www.monash.vic.gov.au or by contacting Council on [9518 3555](tel:95183555) or mail@monash.vic.gov.au



CONFLICT OF INTEREST

Conflict of Interest is governed by sections 126 – 131 of the Local Government Act 2020 (LGA 2020). At its most basic, a conflict of interest occurs when a councillor or Council officer acts in a self-serving manner, i.e. they put your own interests, or the interests of those who you have a close association with, above their duty as a councillor or Council officer to be impartial.

There are two categories of Conflict of Interest.

The first is a **General Conflict of Interest** (section 127 of the LGA 2020).

A councillor or a member of Council staff has a General Conflict of Interest in a matter – if an impartial, fair-minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty.

This is a very broad category and, among many other things, could involve making a decision on an application submitted by a close personal friend.

The second is a **Material Conflict of Interest** (section 128 of the LGA 2020).

A councillor or a member of Council staff has a **Material Conflict of Interest** if certain specified individuals or groups would gain or suffer either a financial or non-financial benefit or loss if a particular decision was made.

Included among these individuals and groups are the councillor or Council officer themselves and:

1. Their family members
2. A body corporate of which they, or their spouse, are a director or a member of the governing body
3. Their employer, unless a public body
4. Their business partner
5. Anyone for whom they act as a consultant, contractor or agent
6. Where they are a trustee, any beneficiary of the trust
7. Where they have received a disclosable gift.

If a councillor or Council officer has a Conflict of Interest, they must immediately cease involvement in the issue.



COUNCIL MEETINGS

Council holds Regular Meetings on the last Tuesday of each month, and residents and ratepayers are welcome to attend these meetings or watch via a livestream.

Additional Meetings of Council may also be called to discuss and decide on specific matters.

The minutes of Council meetings are available on Council's website and at the Civic Centre.

All Council meetings for 2022/23 were held at the Civic Centre, 293 Springvale Road, Glen Waverley. As per Council's Governance Rules, the meetings were held in hybrid style, with some councillors attending in person and others online.

The Council meetings were held on:

- ◇ 26 July 2022
- ◇ 30 August 2022
- ◇ 27 September 2022
- ◇ 25 October 2022
- ◇ 14 November 2022 (Additional meeting – election of mayor and deputy mayor)
- ◇ 29 November 2022
- ◇ 6 December 2022 (Additional meeting to consider submissions received for the proposed 2023/24 Annual Budget)
- ◇ 13 December 2022
- ◇ 31 January 2023
- ◇ 28 February 2023
- ◇ 28 March 2023
- ◇ 26 April 2023 (accounts for Anzac Day)
- ◇ 30 May 2023
- ◇ 27 June 2023

Councillor attendances at Council meetings

2022/23 Councillor	Regular Meetings of Council Attended	Additional Meetings of Council Attended	Total Attendances
Anjalee de Silva	10	1	11
Josh Fergeus	12	2	14
Stuart James	12	2	14
Paul Klisaris	11	1	12
Geoff Lake	11	2	13
Brian Little	12	2	14
Nicky Luo	12	2	14
Shane McCluskey	12	2	14
Rebecca Paterson	11	2	13
Tina Samardzija	12	2	14
Theo Zographos	10	2	12



COUNCILLOR ALLOWANCES

In accordance with Section 74 of the Local Government Act 2020, councillors are entitled to receive an allowance while performing their duties as a councillor.

The mayor is entitled to receive a higher allowance. The State Government sets the upper and lower limits for all allowances paid to councillors and mayors.

In accordance with the *Local Government Act 2020*, in the future, allowances for the mayor and councillors will be set in accordance with a Determination of the Victorian Independent Remuneration Tribunal under the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*.

Councils are currently divided into three categories based on the income and population of each council. Monash Council is a Category 3 Council.

The annual allowances for the City of Monash are:

- ◇ \$31,444 per annum plus superannuation for the councillor allowance
- ◇ \$100,434 per annum plus superannuation for the mayoral allowance.

COUNCILLOR EXPENSES

In accordance with Section 40 of the *Local Government Act 2020*, Council is required to reimburse a councillor for expenses incurred while performing their duties as a councillor.

Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for councillors. The policy provides guidance for the payment of reimbursements of expenses, and the provision of resources, facilities and other support to the mayor and councillors to enable them to discharge their duties. Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each councillor and member of a council committee paid by the Council.

The details of the expenses including reimbursement of expenses for each councillor and member of a Council committee paid by the Council for the 2022/23 year are set out in the following table.

Councillor	TR - \$	CM - \$	CC - \$	IC - \$	CT - \$	Total - \$
Anjalee de Silva	67.94	0	0	0	0	67.94
Josh Fergeus	0	0	0	0	0	0
Stuart James	0	0	0	0	6,555.20	6,555.20
Paul Klisaris	0	0	0	0	0	0
Geoff Lake	0	0	0	0	640.91	640.91
Brian Little	53.66	0	0	0	0	53.66
Nicky Luo	88.06	0	0	0	3,786.77	3,874.83
Shane McCluskey	0	0	0	0	2,391.31	2,391.31
Rebecca Paterson	0	0	0	0	2,731.71	2,731.71
Tina Samardzija	123.07	0	0	0	3,646.31	3,769.38
Theo Zographos	0	0	0	693.81	1,080	1,773.81

Legend:

TR - Travel

CM - Car Mileage

CC - Child Care

IC - Information and Communication expenses

CT - Conferences and Training expenses

Note:

No expenses were paid by Council including reimbursements to members of Council committees during the year.

AUDIT AND RISK COMMITTEE

As part of its commitment to good governance, Council has in place an Audit and Risk Committee (the Committee) which acts as an independent advisory committee to Council. The Committee has been established under Section 53 of the Local Government Act 2020 (the Act).

The Committee's objective is to provide appropriate independent advice and recommendations to Council on matters relevant to the Committee's Charter in order to facilitate decision-making by Council in relation to the discharge of Council's accountability requirements.

This includes providing Council with guidance on:

- ◇ Council financial performance reporting
- ◇ Compliance of Council policies and procedures with the Act and other relevant legislation and regulations
- ◇ The effectiveness of the management and reporting of Council's risk management and fraud and corruption prevention
- ◇ The effectiveness of Council's system of internal controls
- ◇ The effectiveness of the internal and external audit functions
- ◇ The provision of an effective means of communication between the external auditor, internal audit, management, and Council.

The Committee does not have executive powers or authority to implement actions in areas over which management has responsibility and does not have any delegated financial responsibility. The Committee does not have any management functions and is therefore independent of management.

Minutes are kept for all Committee meetings, and these are shared with Council after every meeting.



Membership and Attendance

The Committee consists of five members: two councillors and three independent members. Councillor members are appointed annually and independent members are appointed for three-year terms by Council. Councillor members are usually appointed in November each year after the mayor has been elected and this may result in changes in councillor member appointments during the reporting period of Council's Annual Report.

Name	Role	Member since	2022/23 Attendance	
Andrew Dix	Independent member and Chair	July 2019	4 rostered	4 attended
Katie Baldwin	Independent member	July 2017	4 rostered	4 attended
John Watson	Independent member	July 2020	4 rostered	4 attended
Geoff Lake	Councillor member	November 2018	4 rostered	3 attended
Tina Samardzija	Councillor member	November 2020	4 rostered	3 attended

Councillor Stuart James, as the alternate councillor member of the committee, attended one of the scheduled meetings. Council's Chief Executive Officer, Chief Financial Officer, Manager Corporate Performance and the Internal Audit Service Provider attend all meetings by invitation of the Committee. The External Auditor also attended three of the scheduled meetings.

Remuneration

For the year ended 30 June 2023 the remuneration to the independent members for their role in the Audit and Risk Committee were as follows:

Name	
Andrew Dix	\$11,126
Katie Baldwin	\$8,900
John Watson	\$8,900

Meetings with Auditors

The Committee met with the External and Internal Auditors in the absence of management during the year as required.

Annual Work Plan

The Committee has established an Annual Work Plan based on its Charter responsibilities. The Plan is the foundation of all meeting agendas and enables the Committee to fully discharge its responsibilities. The Plan is reviewed and refreshed annually.



Key Activities

In the reporting period, the Committee has considered many matters. These included, and are summarised, below:

Financial and Performance Reporting:

- ◇ Oversight of the preparation of the Annual Financial Report and Annual Performance Statement
- ◇ Review of management financial reports
- ◇ Review of Council's reporting under the Local Government Performance Reporting Framework
- ◇ Consideration and endorsement of changes in reporting standards and policies.

Risk Management:

- ◇ Consideration of regular reports on Council's risk profile and risk management activity
- ◇ Oversight of management responses to business continuity planning and testing activities
- ◇ Oversight of management activity related to compliance management
- ◇ Oversight of management's work done to mitigate and prevent fraudulent and corrupt behaviour in the organisation.

Internal Control Environment:

- ◇ Monitoring outcomes of reviews by Council of key policies
- ◇ Monitoring the impact of legislative changes on Council's operations
- ◇ Consideration of the impact on Council of the outcomes of integrity body reports (Independent Broad-based Anti-Corruption Commission, Victorian Auditor General's Office, Local Government Inspectorate and Ombudsman Victoria).

Internal and External Audit:

- ◇ Review and endorsement of the internal audit plan
- ◇ Consideration of the outcomes of internal audit reviews
- ◇ Review of the external audit plan
- ◇ Consideration of the outcomes of the external audit
- ◇ Monitoring the performance of the internal and external audit functions
- ◇ Monitoring management performance in closing out audit recommendations.

Facilitation of Communication Between Audit Functions and Management

- ◇ Meeting with the audit functions in the absence of management.

Other key activities:

- ◇ Review of the Committee Charter and reporting to Council on recommended improvements
- ◇ Assessment of the Committee's performance
- ◇ Review of the Committee's strategic focus, with a view to enhancing the value it adds to Council.

The Committee Chairperson, Andrew Dix, provided bi-annual reports to the Chief Executive Officer which summarised the activities of the Committee and provided any findings and recommendations in relation to the functions of the Committee. The July to December 2022 report was tabled by the Chief Executive Officer at the January 2023 Council meeting. The January to June 2023 report was tabled by the Chief Executive Officer at the July 2023 Council meeting. The Committee Chairperson also attended Council's strategy meeting in June 2023 to provide an update on the Audit and Risk Committee's performance to the Council.

Internal Audit Activity

Council's internal audit activity is robust and is driven by a strategic three-year internal audit plan endorsed by the Committee. Internal audit reviews completed in the reporting period were in line with the approved internal audit plan and included:

- ◇ Food Act compliance
- ◇ Kindergarten enrolment
- ◇ Fuel card management
- ◇ Museum of Australian Photography (MAPh)
- ◇ Essential safety measures
- ◇ Rates management.

The Committee ensures a close alignment of the internal audit plan with Council's strategic risk profile. Council continues to retain a strong focus on the completion of actions reported through audit activity.

Internal Audit Service Provider

Council's internal auditor service provider Crowe is in the first year of a two-year extension contract following initial period of three years which began on 1 July 2019. They have undertaken a number of internal audit reviews in accordance with the Rolling Three Year Strategic Internal Audit Plan endorsed by the Committee and adopted by Council on 27 July 2022. An extension of the internal audit services contract was executed for a further 12 months to 30 June 2024.

External Audit Service Provider

Council's external audit service provider is HLB Mann Judd. The Committee monitors the work of and assesses the performance of HLB Mann Judd. This is the second year of service with HLB Mann Judd, following the change of service provider from the Auditor General's Office as at 1 July 2021. The Committee generally has a strong relationship with the external auditor and continues to be well engaged in the external audit process. The Committee monitors management responses to any recommendations made by HLB Mann Judd as a result of its work.

RISK MANAGEMENT

Risk management is a key component of our governance structure and is applied across the organisation.

Our Enterprise Risk and Opportunity Management Framework (available on Council's website) is based on the international standard for risk management, ISO 31000:2018. It provides a structured process for identifying and managing risk.

The Monash Risk Management Committee meets every two months to review the strategic risk register, discuss new and emerging risks, review the effectiveness of organisational controls, and review the risk management culture. Operational risks are reviewed quarterly, with reports provided to the Committee.

The internal audit function provides objective and independent assurance over the effectiveness of internal controls, risk management and governance activities. The Audit and Risk Committee is briefed on Council's strategic risks and corporate risk activities at each meeting.





INSURANCE

Council has in place an insurance program designed to transfer the risk of financial losses.

These areas include assets, motor vehicles, cyber risks, as well as public and professional liabilities. Tree-related and trip-and-fall claims represent a substantial portion of our claims portfolio and is an area that Council is increasingly looking to mitigate the likelihood of severe claims through good policy. Amid an ever-hardening insurance market, Council ensures its coverages and policies are more than adequate to ensure continuity of the essential services Council delivers in within the community.

ASSET MANAGEMENT

Council has an extensive portfolio of assets, which is valued at \$3.70 billion.

This includes:

- ◇ \$2.62 billion of Council-owned land and \$1.08 billion of assets at current valuation with a current replacement cost of \$2.07 billion
- ◇ 408 buildings ranging from neighbourhood houses to community centres, sporting pavilions and the Civic Centre
- ◇ 1,152 kilometres of underground pipes and 46,020 stormwater pits
- ◇ 139 playgrounds within reserves and 42 associated with Council-owned preschools and community facilities
- ◇ 74 sportsgrounds
- ◇ 990 public lights over Council sporting grounds, reserves and car parks, and Council is responsible for 10,300 streetlights on local roads and 3,600 shared responsibility streetlights on main roads
- ◇ A pedestrian network of 1,500 kilometres of on-road pathways and 50 kilometres of off-road pathways
- ◇ A road network of 748 kilometres of sealed local roads and 20 kilometres of right of ways
- ◇ 651 structures including 578 retaining walls, 64 bridges, jetties and boardwalks, and 73 free-standing walls
- ◇ 450 off-street car parks and Council plant and fleet comprising 257 registered vehicles.

Projects completed in 2022/23 that support the delivery of the Asset Management Policy include:

- ◇ Review of the Asset Management Policy, with a draft presented to the Asset Management Steering Committee for approval. The next step will be to take this policy to ELT for approval.
- ◇ Upgrades to Council's Asset Management Information System including:
 - Mapping of sportsground and bushland assets was completed.

BUSINESS TECHNOLOGY

In 2022/23, Business Technology continued delivering technology projects benefiting Monash staff and residents.

Key achievements for the year

- ◇ Significant strides made in advancing the Council's Cyber Security posture, as we continue to progress towards achieving Level 2 on the E8 maturity model
- ◇ Deployed hardware and software to support remote and mobile work practices
- ◇ Upgraded application and software versions of programs including Tier 1 applications Pathway, HP Trim, GoldCare and Aurion
- ◇ Rolled out software and mobility devices that allowed staff to work effectively in the field.

GOVERNANCE AND MANAGEMENT CHECKLIST

The Governance and Management Checklist shows the frameworks Council has for policies, community engagement, planning, monitoring, reporting and decision making.

This checklist is produced in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2014*. Some items in the checklist concern compliance with legislation, while others relate to matters regarded as good practice. Council has complied with all legislative requirements in the checklist.

The results of our assessment against the checklist are set out below.

Governance and Management Items	Assessment
<p>GC1 Community engagement policy</p> <p>(Policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)</p>	<p>COMPLIES</p> <p>Date of adoption: 25 August 2020. The requirement date of adoption under the Act: 1 March 2021</p>
<p>GC2 Community engagement guidelines</p> <p>(Guidelines to assist staff to determine when and how to engage with the community)</p>	<p>COMPLIES</p> <p>Date of commencement: 1 March 2022</p>
<p>GC3 Financial Plan</p> <p>(Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)</p>	<p>COMPLIES</p> <p>Date of adoption: 26 October 2021. Requirement date of adoption under the Act: 31 October 2021</p>
<p>GC4 Asset Plan</p> <p>(Plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)</p>	<p>COMPLIES</p> <p>Date of adoption: 26 October 2021</p> <p>Requirement date of adoption under the Act: 30 June 2022</p>
<p>GC5 Revenue and Rating Plan</p> <p>(Plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)</p>	<p>COMPLIES</p> <p>Date of adoption: 29 June 2021</p> <p>Requirement date of adoption under the Act: 30 June 2021</p>

Governance and Management Items		Assessment
GC6	Annual Budget (Plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	COMPLIES Date of adoption: 30 May 2023 Requirement date of adoption under the Act: 30 June 2023
GC7	Risk policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	COMPLIES Date of commencement of current policy: 25 February 2020
GC8	Fraud policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)	COMPLIES Date of operation of current policy: 14 July 2021
GC9	Municipal emergency management plan (Plan under section 60ADB of the <i>Emergency Management Act 2013</i> for emergency mitigation, response and recovery)	COMPLIES Date of commencement of current plan: 25 November 2022
GC10	Procurement policy (Policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	COMPLIES Date of adoption: 26 April 2023
GC11	Business continuity plan (Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	COMPLIES Date of commencement of current plan: 14 May 2023
GC12	Disaster recovery plan (Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	COMPLIES Date of commencement of current plan: 23 February 2023
GC13	Risk management framework (Framework outlining Council's approach to managing risks to the Council's operations)	COMPLIES Date of commencement of current framework: 25 February 2020
GC14	Audit and Risk Committee (Advisory committee of Council under sections 53 and 54 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	COMPLIES Date of establishment: 8 November 1995

Governance and Management Items	Assessment
<p>GC15 Internal audit</p> <p>(Independent accounting professionals engaged by the Council to provide analysis and recommendations aimed at improving Council's governance, risk and management controls)</p>	<p>COMPLIES</p> <p>Date of engagement of current provider: 1 July 2019</p>
<p>GC16 Performance reporting framework</p> <p>(A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the <i>Local Government Act 2020</i>)</p>	<p>COMPLIES</p> <p>Date of operation of current framework: 31 October 2019</p>
<p>GC17 Council Plan report</p> <p>(Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)</p>	<p>COMPLIES</p> <p>Date of reports for this reporting period: 25 November 2022, 17 February 2023, 24 April 2023 and 2 August 2023</p>
<p>GC18 Financial reporting</p> <p>(Quarterly statements to the Council under section 97(1) of the <i>Local Government Act 2020</i>, comparing actual and budgeted results and an explanation of any material variations)</p>	<p>COMPLIES</p> <p>Date of statements presented for this reporting period: 29 November 2022, 28 February 2023, 30 May 2023 and 26 September 2023 (annual financials)</p>
<p>GC19 Risk report</p> <p>(Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>COMPLIES</p> <p>Date of reports for this reporting period: 4 August 2022, 20 October 2022, 6 February 2023, 1 May 2023 and 26 June 2023</p>
<p>GC20 Performance reports</p> <p>(Six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)</p>	<p>COMPLIES</p> <p>Date of reports for this reporting period: 17 February 2023 and 26 September 2023 (annual report)</p>
<p>GC21 Annual report</p> <p>(Annual Report under sections 98, 99 and 100 of the <i>Local Government Act 2020</i> containing a report of operations and audited financial and performance statements)</p>	<p>COMPLIES</p> <p>Date of council endorsement: 25 October 2022</p>
<p>GC22 Councillor Code of Conduct</p> <p>(Code under section 139 of the Act setting out the standards of conduct to be followed by councillors and other matters)</p>	<p>COMPLIES</p> <p>Date of last review and adopted: 23 February 2021</p>

Governance and Management Items

Assessment

GC23 Delegations

(Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)

COMPLIES

Date of review under section 11(7):
28 September 2021

GC24 Meeting procedures

(Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)

COMPLIES

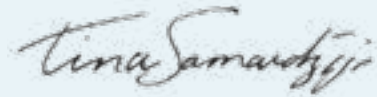
Date current governance rules adopted:
26 April 2023

I certify that this information presents fairly the status of Council's governance and management arrangements.



Dr Andi Diamond
Chief Executive Officer

Dated: 11 October 2023



Cr Tina Samardzija
Mayor

Dated: 11 October 2023

PUBLIC TRANSPARENCY

The Local Government Act 2020 requires Council to maintain a Public Transparency Policy.

Under the policy, Council information will be made available on the Council website, at the Council Offices and/or on request. Council will, to the extent possible, facilitate access to Council information by:

- 1.1.1 Making Council information available in accordance with this policy
- 1.1.2 Endeavouring to make Council information accessible electronically and in hard copy, where requested
- 1.1.3 Endeavouring to convert Council information to different accessible formats where necessary for members of the community for whom:
 - (a) English is their second language
 - (b) Disability requires an alternative means of access to be provided.



Some Council information may not be made publicly available. This will occur if the information is Confidential Information, or if its release would be contrary to the public interest. **This includes:**

Type	Description
Council business information	Information that would prejudice Council's position in commercial negotiations if prematurely released.
Security information	Information that is likely to endanger the security of Council property or the safety of any person if released.
Land use planning information	Information that is likely to encourage speculation in land values if prematurely released.
Law enforcement information	Information which would be reasonably likely to prejudice the investigation into an alleged breach of the law or the fair trial or hearing of any person if released.
Legal privileged information	Information to which legal professional privilege or client legal privilege applies.
Personal information	Information which would result in the unreasonable disclosure of information about any person or their personal affairs if released.
Private commercial information	Information provided by a business, commercial or financial undertaking that relates to trade secrets or that, if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.
Confidential meeting information	Records of Council and Delegated Committee meetings that are closed to the public to consider confidential information.
Internal arbitration information	Information provided to, or produced by, an arbiter for the purpose of an internal arbitration process, other than the findings and the reasons.
Councillor Conduct Panel information	Information: <p>Information that was confidential information for the purposes of Section 77 of the <i>Local Government Act 1989</i>.</p> <p>Provided to, or produced by, a Principal Councillor Conduct Registrar, for the purposes of an application to form a Councillor Conduct Panel; or</p> <p>Provided to, or produced by, a Councillor Conduct Panel for the purposes of conducting a hearing, other than a decision or reasons for a decision; or</p> <p>Comprising any part of a statement of reasons or other document under the control of a Councillor Conduct Panel that the Councillor Conduct Panel determines contains confidential information.</p>
Confidential information under the 1989 Act	Information that was confidential information for the purposes of section 77 of the <i>Local Government Act 1989</i> .

TENDERS, CONTRACTS AND PROCUREMENT

During the 2022/23 financial year, Council publicly advertised 57 tenders and expressions of interest and ran 41 invited quotations and tenders in accordance with its Procurement Policy.

This year, the Strategic Procurement team again facilitated a large number of significant and complex procurement tenders including:

- a. A Landscape Design, Building Design and Project Management Services Panel
- b. A number of Business Technology services as part of Council's digital transformation program
- c. Bogong Car Park Extension Development
- d. Receipt of Recyclables.

A new Construction Contract Management training program was also developed and implemented to support and improve contract management capability within the organisation.

Collaboration

Council participated in a collaborative tender for Pit Lids and Surrounds with neighbouring Glen Eira to standardise specifications and reduce the participation cost for suppliers.

Council also continues to be an active participant in the Eastern Region Procurement Network that enables neighbouring councils to share best practice and pursue collaborative procurement opportunities. Through a data-led review, the region has established several procurement categories for possible collaboration into the future as well as a new process to allow councils to accede to contracts established by other councils. These projects will likely yield resource and cost savings for the sector into the future.

Council's Strategic Procurement Department also participated in a Municipal Association of Victoria panel to review and update the Best Practice Procurement Guidelines published by the State Government in 2013.

Procurement Compliance with Policy

All contracts entered into Council during the 2022/23 financial year were compliant with Council's Procurement Policy and the *Local Government Act 2020*.

While Council's **Procurement Policy** did not need to be reviewed until the next four-year term of Council, the Policy was reviewed and endorsed again in April 2023 with updates including:

- ◇ Improved clarity for environmental sustainability
- ◇ Further development of tendering exemptions
- ◇ Introduction of a new section covering Safeguarding Children and Young People
- ◇ Further information to support the importance of gender equity and diversity.



DOMESTIC ANIMAL MANAGEMENT PLAN

The Domestic Animal Management Plan 2021-2025 (DAM) provides a strategic framework for policy direction and action plans related to animal management during the four-year period to 2025.

As part of the plan, a review of dog off-leash areas was undertaken and a draft Dog Off-Leash Policy was developed. The work was informed by industry best practice and off-leash area key design principles. The review and draft policy were released for public exhibition and community consultation from July to September 2022. At the 29 November 2022 meeting, and after consideration of the findings of extensive community consultation, Council endorsed the new policy and off-leash areas.

The first half of 2023 was dedicated to informing the community about the upcoming changes, and the 14 new off-leash areas and eight changed off-leash areas came into effect on 1 July 2023.

Other actions in the second year of the plan include:

- ◇ Further participation of Community Laws Officers in training designed to help them identify and respond to instances of domestic and family violence
- ◇ Improvements to Council's response to complaints about nuisance caused by barking dogs
- ◇ An officer commencing the Certificate IV in Animal Management and Control in line with a commitment to training and development
- ◇ Acquiring educational materials on responsible pet ownership in multiple languages.



FOOD ACT MINISTERIAL DIRECTIONS

In accordance with Section 7E of the *Food Act 1984*, Council is required to publish a summary of any ministerial directions received during the financial year in its Annual Report. In 2022/23, no ministerial directions were received by Council.

FREEDOM OF INFORMATION

In accordance with sections 7(4AA) (a) and 7(4AA) (b) of the *Freedom of Information Act 1982*, Council is required to publish certain statements in its Annual Report or separately (such as on its website), concerning its functions and information available.


Council has chosen to publish the statements separately, however provides the following summary of the application and operation of the *Freedom of Information Act 1982*.

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in Section 17 of the *Freedom of Information Act 1982* and in summary as follows:

- ◇ It should be in writing
- ◇ It should identify as clearly as possible which document is being requested
- ◇ It should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in the possession of Council should be addressed to the Freedom of Information Officer. Access charges may also apply once documents have been processed and a decision on access is made.

Further details of Freedom of Information are available on Council's website at

 www.monash.vic.gov.au

FRAUD AND CORRUPTION CONTROL

In line with good governance, Council maintains a Fraud and Corruption Control Framework which brings together Monash's approach to prevention, detection and investigation of fraudulent and corrupt behaviour and is consistent with the Australian Standard on Fraud and Corruption Control (AS8001:2008).

The Fraud and Corruption Control Framework sets out how Council will work to mitigate and prevent fraudulent and corrupt behaviour in the organisation, identify instances of fraud and corruption, investigate these, resolve them appropriately and learn from our sector's experiences and incorporate these lessons into our internal controls.

There is a compulsory Fraud and Corruption Control training module which was introduced in June 2021 and assigned to all new starters upon commencement of employment.

The training was designed to help staff:

- ◇ Increase their awareness on what is fraud and corruption in the workplace
- ◇ Identify red flags for fraud and corrupt conduct
- ◇ Know how to report matters or obtain advice internally and externally.

During 2023, 95 per cent of Council employees had completed the training.

Council has established a Fraud and Corruption Prevention Steering Committee to ensure the appropriateness and adequacy of fraud and corruption controls. The committee meets at least twice a year. Members of the committee represent a range of Council functions including strategic procurement, finance, governance and legal, people and safety, and corporate performance.



PUBLIC INTEREST DISCLOSURES

In 2012, the *Protected Disclosures Act 2012* was created.

The legislation was amended in 2019 and renamed the *Public Interest Disclosures Act 2012*. Monash Council is committed to the aims and objectives of the legislation which aims to:

- (a) Encourage and facilitate disclosures of:
 - (i) Improper conduct by public officers, public bodies and other persons
 - (ii) Detrimental action taken in reprisal for a person making a disclosure under this Act
- (b) Provide protection for:
 - (i) Persons who make those disclosures
 - (ii) Persons who may suffer detrimental action in reprisal for those disclosures
- (c) Provide for the confidentiality of the content of those disclosures and the identity of persons who make those disclosures.

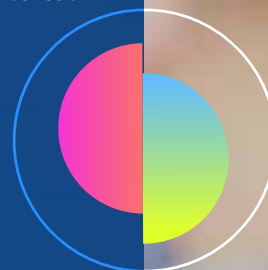
Council does not tolerate improper conduct by its employees, officers or councillors, nor the taking of reprisals against those who come forward to disclose such conduct.

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

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

Copies of Council's Public Interests Disclosures Procedure are available on request at Council's Civic Centre and on Council's website at www.monash.vic.gov.au

In 2022/23, Council received zero disclosures under the *Public Interest Disclosures Act 2012*.





ROAD MANAGEMENT ACT MINISTERIAL DIRECTIONS

In accordance with Section 22 of the *Road Management Act 2004*, Council must publish a copy of the summary of any ministerial directions in its **Annual Report**.

No such ministerial directions were received by Council in the 2022/23 year.

PRIVACY

Council is committed to protecting residents' and other customers' right to have their personal information protected and handled in the manner required by the *Privacy and Data Protection Act 2014 (VIC)* and the *Health Records Act 2001 (VIC)*.

Further detail is available in Council's Privacy Policy, which is available on its website, or by contacting Council on

📞 9518 3555 or

✉️ mail@monash.vic.gov.au



LOCAL LAWS

Under Section 71 of the *Local Government Act 2020*, one of the functions of a council is to make and enforce local laws. Council currently has the following Local Laws:

Administrative Procedures (Use of Common Seal) Law No.2	<p>The purposes of this Local Law are to:</p> <ul style="list-style-type: none"> ◇ Provide how the common seal of Council may be used ◇ Provide who may authorise the use of the common seal ◇ Delegate the power to authorise the use of the common seal ◇ Prescribe who may witness the affixing of the common seal ◇ Provide for the more efficient transaction of Council business ◇ Provide for the peace, order and good government of the municipal district of Council ◇ Provide for the administration of Council powers and functions.
Community Amenity Local Law No.3	<p>The objectives of this Local Law are to:</p> <ul style="list-style-type: none"> ◇ Provide for the peace, order and good government of the municipal district ◇ Promote a physical and social environment free from hazards to health, in which the residents of the municipal district can enjoy a quality of life that meets the general expectations of the community ◇ To prevent and suppress nuisances that may adversely affect the enjoyment of life within the municipal district or the health, safety and welfare of persons within the municipal district. <p>And to achieve these objectives by:</p> <ul style="list-style-type: none"> ◇ Regulating and controlling activities of people within the municipal district that may be dangerous, unsafe or detrimental to the quality of life of other people in, or the environment of, the municipal district ◇ Providing standards and conditions for specified activities to protect the safety and the welfare of people within, and the environment of, the municipal district.
Smoke Free Areas Local Law 2021	<p>The objectives of this Local Law are to:</p> <ul style="list-style-type: none"> ◇ Provide for the peace, order and good government of the municipal district ◇ Promote the social sustainability of the municipal district ◇ Promote the health and wellbeing of residents and ratepayers in, and visitors to, its municipal district ◇ Provide mechanisms for Council to declare parts of the municipal district as smoke-free ◇ Revoke Council's Local Law No. 4 – Prohibition on Smoking, which commenced operation on 1 October 2011. <p>And to achieve these objectives by:</p> <ul style="list-style-type: none"> ◇ Deeming some smoke-free areas and setting out the process for prescribing other smoke-free areas ◇ Prohibiting the use of Tobacco Products and E-Cigarettes in smoke-free areas.



SECTION THREE

OUR COUNCIL





MONASH PROFILE

Monash is one of Melbourne's largest councils, serving a large and established community and providing a broad range of services to our residents and businesses.

Our City covers 81.5 square kilometres and includes the suburbs of: Ashwood, Clayton, Glen Waverley, Hughesdale, Huntingdale, Mount Waverley, Mulgrave, Notting Hill, Oakleigh, Oakleigh East, Wheelers Hill and parts of Chadstone, Burwood and Oakleigh South.

We have a population of 194,707 and are one of the most culturally diverse cities in Australia with just over 50 per cent of our residents born overseas, well above the Greater Melbourne average. Our largest migrant population comes from China, India, Sri Lanka and Malaysia.

More than half of our residents speak a language other than English at home and over 40 per cent of residents have a university qualification.

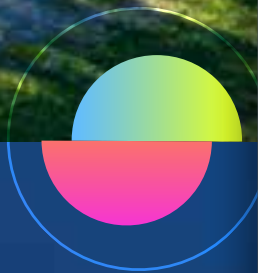
We are Victoria's largest employment destination outside of the CBD with almost 128,000 jobs offered by the 24,362 businesses operating in Monash. A number of large institutions and businesses operate in our City including Monash Health, Monash University, Holmesglen TAFE, Adidas Australia, Bosch Australia, PPG Industries, Dulux Australia, Pfizer, Bristol-Myers Squibb, Victorian Heart Hospital and William Adams CAT.

Our largest industry groups are health care and social assistance.

Although we experienced a pandemic-related drop in population in 2021, many overseas students have already returned, and the population numbers have recovered.

Monash is known as the 'garden city' due to our well-loved parks and reserves and Council is committed to preserving this character within our city, but it is also home to the Monash National Employment and Innovation Cluster, recognised for its significance to the national economy.

Businesses in Monash provide more jobs than the number of working Monash residents, making Monash one of the few Victorian Councils in this position broader.



HISTORY OF MONASH

The original inhabitants of the Monash area were both the Woi Wurrung (Wurundjeri People) and the Boon Wurrung or Bunurong (The Boon Wurrung People) of the Kulin nation.

The first known European settler in the district was Thomas Napier, a Scottish builder, who established Bushy Park Run in 1839 on the western side of Dandenong Creek in the vicinity of Jells Park.

In 1853, the Parish of Mulgrave, as the area was first known, was surveyed and the first blocks of land were sold in Oakleigh. The first subdivision of land in Mount Waverley occurred in 1854.

The Shire of Oakleigh was proclaimed in 1871 and in 1879 a pivotal event occurred in the area's development - the Oakleigh to Melbourne rail line was opened which led to a land boom in the Oakleigh area.

While the Railway Workshops at Oakleigh became the major industry in the area, dairy farms, orchards and market gardens began to dominate at the turn of the century.

The electrification of the Oakleigh line in 1922 and the opening of the Darling to Glen Waverley (once known as Black Flat) line in 1930 further opened up housing developments and caused the gradual retreat of the market gardens.

Residential and industrial developments boomed after the World War II in areas such as Clayton, Mulgrave and Mount Waverley. In 1949, the Housing Commission became a major contributor to development in the Jordanville area, building 1,785 homes up until 1962.

In March 1961, one of Australia's leading universities, Monash University, was established in Clayton, and in 1968 the then Victorian Football League unveiled its plans for a new premier football ground to be known as Waverley Park (now a residential housing estate).

Monash Medical Centre in Clayton opened in 1987 to meet the needs of the families moving to Melbourne's southeast and is one of Australia's busiest hospitals.

In June 2022, Council celebrated the 100th birthday of the building that was originally opened in 1921 as the Oakleigh Borough Council Chambers. The building, at 1A Atherton Road Oakleigh, was then called the Oakleigh City Council Chambers from 1927 until 1994, and then renamed the Monash Seminar and Training Centre after the amalgamation of the City of

Oakleigh and the City of Waverley created the Monash City Council in 1994.

In recognition of its 100-year history, the building was renamed the Oakleigh Chambers.

In February 2023, the Victorian Heart Hospital, on the grounds of Monash University in Clayton, was officially opened. It is Australia's first dedicated heart hospital and has a capacity of up to 206 beds. Housing the Monash Victorian Heart Institute, the Heart Hospital integrates clinical cardiology services, research and education to create a centre of excellence, raising the profile of cardiovascular research, treatment and training.

And in a significant moment in Council's history, the Monash Gallery of Art rebranded in March 2023 to become the Museum of Australian Photography (MAPh). The rebrand to MAPh represents the gallery's renewed vision to champion Australian photography, creativity, innovation and the arts.

COUNCIL OFFICES

Monash Civic Centre

📍 293 Springvale Road, Glen Waverley, 3150

🕒 8.30am-5pm, Monday - Friday

Oakleigh Service Centre

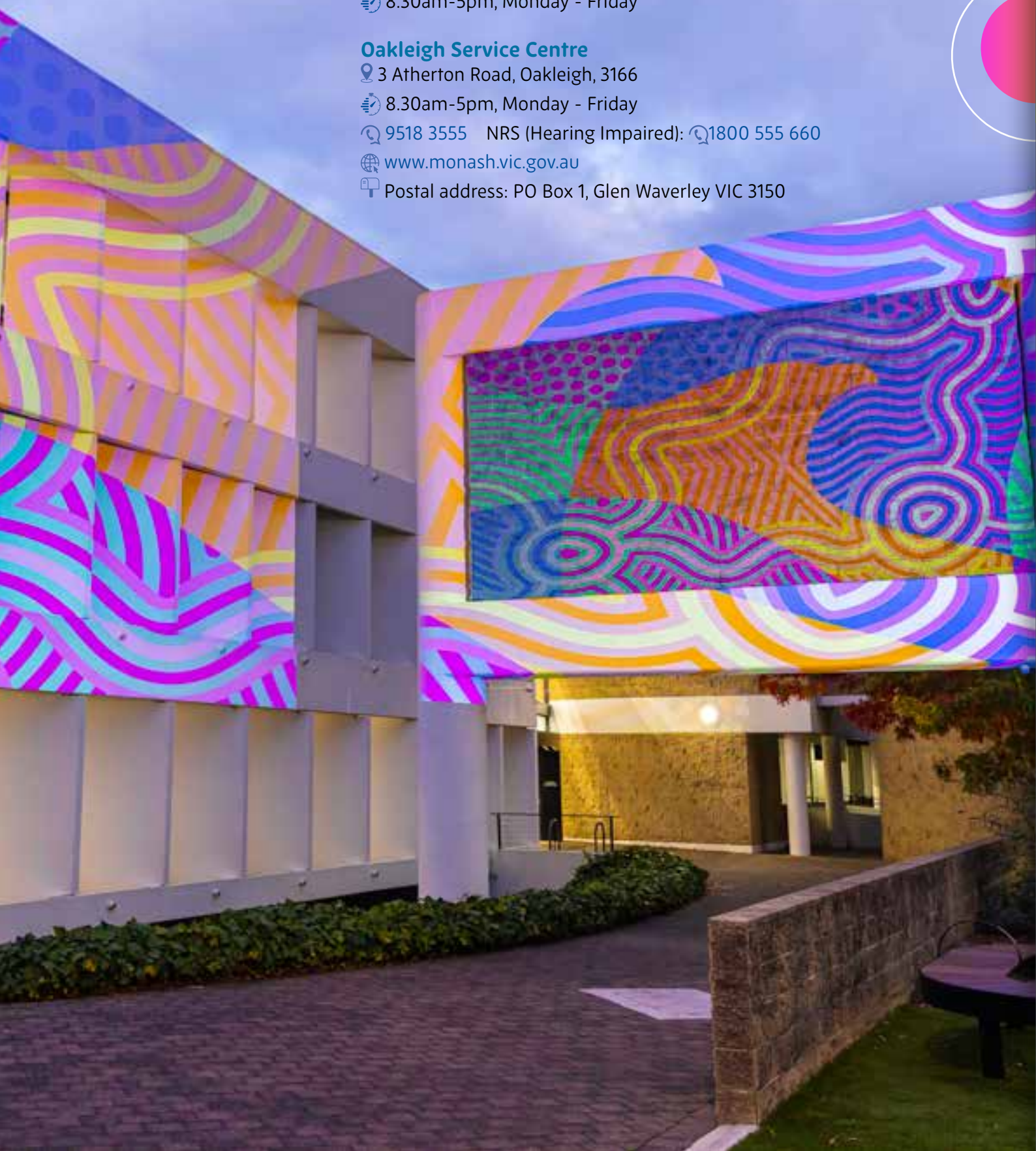
📍 3 Atherton Road, Oakleigh, 3166

🕒 8.30am-5pm, Monday - Friday

📞 9518 3555 NRS (Hearing Impaired): 📞 1800 555 660

🌐 www.monash.vic.gov.au

📮 Postal address: PO Box 1, Glen Waverley VIC 3150

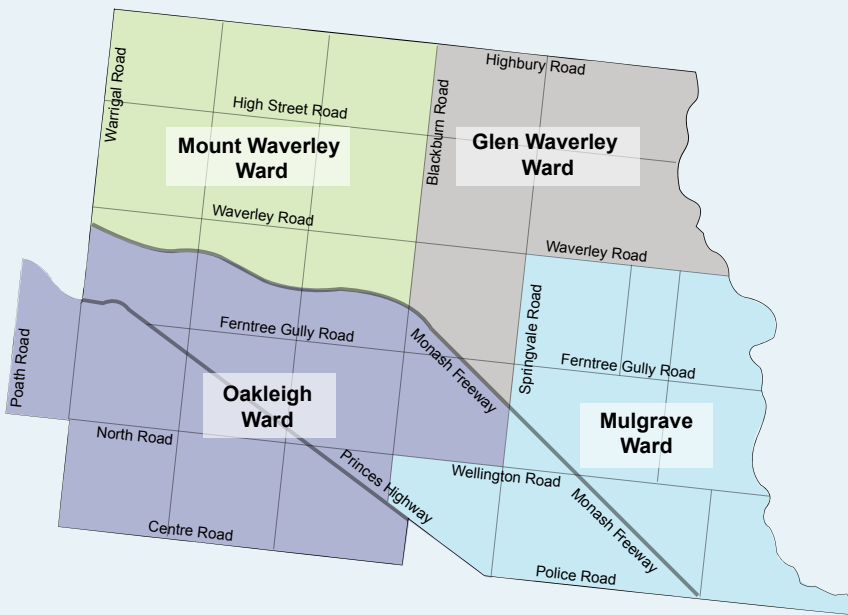


COUNCILLORS

The Monash community elects 11 councillors to plan for the long-term future of the City and to represent their views.

The current councillors were elected in October 2020 for a four-year term. Monash is divided into four wards – Mount Waverley, Glen Waverley, Oakleigh and Mulgrave.

Two councillors represent Glen Waverley ward, while there are three councillors in each of the other three wards, Mount Waverley, Mulgrave and Oakleigh. Each year, the councillors vote for a Mayor and Deputy Mayor for the following 12 months. In November 2022, Cr Tina Samardzija was elected Mayor and Cr Nicky Luo was elected Deputy Mayor.



Glen Waverley Ward



Cr Geoff Lake



Cr Nicky Luo
Deputy Mayor

Mount Waverley Ward



Cr Anjalee de Silva



Cr Brian Little



Cr Rebecca Paterson

Mulgrave Ward



Cr Paul Klisaris



Cr Shane McCluskey



Cr Tina Samardzija
Mayor

Oakleigh Ward



Cr Josh Fergeus



Cr Stuart James



Cr Theo Zographos



ORGANISATION STRUCTURE

Our organisation is led by an Executive Leadership Team comprising the Chief Executive Officer, a Chief Financial Officer, three Directors, an Executive Manager People and Safety and an Executive Manager Communications and Customer Experience.

The Executive Leadership Team works across Council to provide services to our community and to ensure we achieve the strategic objectives outlined in the Council Plan.

Here is our Executive Leadership Team, as at 30 June 2023:



¹ Director Infrastructure and Environment Deb Cailles resigned in July 2022. Jarrod Doake was appointed Director in August 2022, with the department being renamed City Services in September 2022. His previous role of Chief Operating Officer was not replaced.

² Executive Manager People and Safety Leanne Wiebenga resigned in August 2022. Tracy Shoshan acted in the role and was permanently appointed Executive Manager People and Safety in September 2022.

³ Jo Robertson added Customer Experience to her role and became Executive Manager Communications and Customer Experience in August 2022.

Monash Council Managers



1 The Strategic Planning and Economic Development department was renamed Strategic Planning after Economic Development merged with Community Strengthening in August 2022.

2 Engineering moved to City Development in August 2022.

3 Ben Heard was acting in the Manager Children, Youth and Family Services role until August 2022. Sharon Bahn started in the role in August 2022.

4 Economic Development merged with Community Strengthening and was renamed the Community Strengthening and Economic Development department in August 2022.

5 Business Technology moved to Corporate Services in August 2022.

6 Customer Experience merged with Communications and was renamed Communications and Customer Experience in August 2022.

7 The Manager Media and Communications role was newly created and Sean Ross started in this role in September 2022.

8 The Manager Safety and Wellbeing role was newly created in August 2022. Lee Kibeiks was in this role until she resigned in February 2023.

9 The Infrastructure and Environment division was renamed City Services in September 2022.

10 Leisl Pacher was acting in this role until mid-July 2022. Paul Ridgway started in mid-July 2022.

11 The Facilities and Infrastructure Maintenance department moved to City Services in August 2022.

12 The Manager Transformation and Innovation role was newly created and Adil Khan started in this role in November 2022.

COUNCIL STAFF

The following is a summary of the number of full-time equivalent (FTE) employees categorised by employment and gender, as at 30 June 2023.

(Note: casual employees are not included in these figures, however grant-funded and fixed-term positions are).

Band	Women FTE	Men FTE	People of Self - Described Gender	Total FTE
Band 1	0.95	0.78		1.73
Band 2	6.88	3		9.88
Band 3	66.81	79.46		146.27
Band 4	71.94	46.44		118.38
Band 5	76.47	45	0.29	121.76
Band 6	74.92	46.61	1	122.53
Band 7	56.64	36.8	1	94.44
Band 8	29.49	38.63		68.12
Band Not Applicable	34.89	20		54.89
Total	418.99	316.72	2.29	738

Below is a summary of the number of full-time equivalent (FTE) employees by organisational structure, employment type and gender, as at 30 June 2023.

(Note: casual employees are not included in these figures, however grant-funded and fixed-term positions are)

Employment Type / Gender	City Development	City Services	Community Services	Corporate Services	Executive (Includes People and Safety, and Communications and Customer Experience)	Total
Permanent - FT – Men	55	154	28	17	14	268
Permanent - FT - Person of self described gender	1		1			2
Permanent - FT – Women	51.6	37	95.6	39	24	247.2
Permanent - PT – Men	1.2	3.01	15.11		2.37	21.69
Permanent - PT - Person of self-described gender			0.29			0.29
Permanent - PT – Women	6.73	3.54	112.62	2.39	5.34	130.62
Temporary - FT – Men	4	10	5	4	2	25
Temporary - FT – Women	4.6	4	12	4	6	30.6
Temporary - PT – Men		2.03				2.03
Temporary - PT – Women		1.6	8.37		0.6	10.57
Total	124.13	215.18	277.99	66.39	54.31	738

EQUAL OPPORTUNITY

Monash Council has had a longstanding commitment to, and leadership role in, promoting diversity, inclusion and equity.

We are committed to achieving diversity, inclusion and equity across all aspects of our organisation, including as a workplace, volunteering program and community service provider. This includes driving actions through our committees, including the Gender Equity Internal Steering Committee, Reconciliation Action Plan Working Group and LGBTIQ+ Working Group.

In alignment with other diversity, inclusion and equity plans, we have delivered a number of training sessions, policy updates and events for all employees and volunteers. These are internally promoted in conjunction with workshops and speakers that focus on creating equity for all, including LGBTIQ+ and First Nations people, women, people with migrant or refugee backgrounds and people with disabilities.

The internal Gender Equity Steering Committee, chaired by the Chief Executive Officer, is made up of a cross-section of diverse employees from across all Council divisions. The role of this committee is to embed gender equity and drive change across the organisation, through cross-sectional collaboration.

This year saw the delivery of the first year of our four-year Gender Equality Action Plan.

As leaders in the space, we didn't want to just meet our obligations, we wanted to exceed them. The *Monash Gender Equality Action Plan 2021-2025* sets out key objectives and actions to ensure we continue to exceed our obligations under the *Gender Equality Act 2020* and achieve our equal opportunity goals. This plan coexists and complements the *Council Plan 2021-2025*, our internal Strategic Workforce Plan and our community-facing Gender Equity Framework and the *Monash Health and Wellbeing Plan 2021-2025*.

Council undertook more than 17 gender impact assessments across areas such as Community Grants, Active Recreation, Parklets and Volunteering. This has served not only to ensure we have a gender lens across our programs, services, and policies, but has built internal capacity and understanding of gender equity.

Council's LGBTIQ+ Working Group is made up of a diverse and committed cross-section of staff across the organisation. The group has completed a Rainbow Tick audit to identify the current gaps and inform a Rainbow Tick Plan. This action plan will ensure Council's policies, services and practices are inclusive of our LGBTIQ+ staff and community and work towards Rainbow Tick Accreditation for our eligible services.

Monash Council is one of 15 local governments that received funding for the State Government's Free from Violence Local Governments Program (FFVLG). It is a three-year program (2022-2025) aiming to increase Council capacity to implement a whole-of-Council approach to prevention of family violence and all forms of violence against women. This Free from Violence (FFV) project builds on Council's experience and is an opportunity to strengthen the organisation's efforts for intersectional gender equality and primary prevention as a workplace, service provider and community connector.



LEARNING AND DEVELOPMENT

This year, learning and organisational development priorities included a major focus on our Employee Engagement Survey.

The survey looked at factors such as leadership, internal collaboration and communication, diversity and inclusion and other key employee areas of insight. We are proud of our engagement results but with an attitude and focus on continuous improvement to always build on our employee engagement. We launched the Monash Learning Academy with a mix of face-to-face and online learning to enhance organisational capability and support our employees to successfully deliver our Council plans and meet community expectations.

From a continuous improvement perspective, we have simplified our annual Performance and Development Plan process to support employees in having regular and effective conversations which can then be documented in our online system. We continue to create and upload learning content to our online platform to support employee development, and we continue to review and refresh our compliance modules as required by legislation.

We have returned to a newly revamped face-to-face induction program for our new employee starters which now includes information regarding our key diversity and inclusion action plans such as the *Monash Gender Equality Action Plan 2021-2025*, *Rainbow Tick Accreditation*, *Reconciliation Action Plan* and *Free from Violence Project*. Induction workshops include the opportunity for internal networking and understanding Council's structure, and the highlight component, a meet-and-greet with the CEO and Executive Leadership Team.





EMPLOYEE SAFETY AND WELLBEING

This year, Council's workforce 2020-2023 Mental Health and Wellbeing Plan was foundational in delivering important programs across the organisation.

Mental Health First Aid Training was delivered to health and safety representatives who have a presence in all of Council's working groups. The training equipped health and safety representatives with the knowledge and confidence to recognise, connect and respond to a colleague experiencing a mental health problem or crisis.

The Safety and Wellbeing team held a Psychosocial Health Conference, which was well received. Industry experts in workplace mental health and wellbeing delivered training and information sessions to increase employee awareness and to mitigate risks.

A priority focus continued with the development and rollout of key safety and wellbeing policies and procedures. Policies and procedures relating to risk mitigation and injury/illness management were developed in consultation with OHS committees before being endorsed by the Executive Leadership Team.

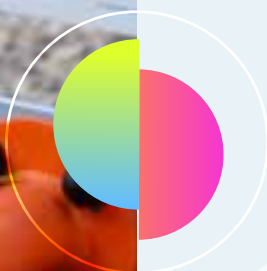
A new provider for the Employee Assistance Program was engaged that encourages and empowers active employee participation in their health behaviours and improved wellbeing solutions.

The 5 Ways of Wellbeing Program was delivered to provide practical support with healthy coping strategies and tools for wellbeing, hosted by an industry expert. The sessions also focused on employee self-management strategies to build and support resilience.

The Health and Wellbeing Committee continued activities across the organisation focusing on key wellbeing factors such as physical fitness, nutrition and mental health supports.

The Safety and Wellbeing team engaged with People Leaders and employees to increase awareness on the importance of reporting near misses and developing safety alerts to raise risk awareness across the organisation.

Contractor safety management was prioritised with the utilisation of an online contractor management system to ensure the safety of contractors who are engaged and work for Council on various projects. Contractor safety compliance remains a key focus.





SECTION FOUR

OUR PERFORMANCE



INTEGRATED STRATEGIC PLANNING AND REPORTING FRAMEWORK

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 to achieve over four years and the Annual Budget focuses on major and other initiatives in the short term (annually).

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

The interconnection between the Council Plan and Council's other strategic documents, and the annual planning and reporting processes, are illustrated in the diagram below.



Other documents that support the Council Plan's implementation include:

- ◇ *Monash Health and Wellbeing Plan 2021-2025*
- ◇ *Municipal Strategic Statement – aligning with the requirements of the Planning and Environment Act 1987*
- ◇ *Environmental Sustainability Strategy 2016-2026*
- ◇ *Zero Net Carbon Action Plan 2020-2025*

COUNCIL PLAN

The Council Plan is developed following the election of the new Council.

It must reflect the ambitions and philosophy of the elected Council, within the broader context of the municipality and Monash Council. Essentially, the Council Plan is a four-year plan that sets out our strategic direction and focus for what we aim to achieve during the Council term.

The current *Council Plan 2021-2025* for the City of Monash was adopted in October 2021.

The Council Plan includes objectives, strategies and indicators to achieve and measure the strategic objectives, as required under section 90 of the *Local Government Act 2020*. The *Council Plan 2021-2025* has four strategic objectives and 20 underpinning strategies, and these are detailed in the table below.

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, including prioritising biodiversity and community engagement	Ensure a financially, socially and environmentally sustainable organisation
Proactively address climate change and implement initiatives to achieve Zero Net Carbon in Council operations and take action to reduce Monash community emissions	Community development and advocacy to support the Monash community	Improve public spaces and local employment by revitalising our employment hubs, activity centres and 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	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


The *Council Plan 2021-2025* evolved from feedback received through community engagement and the Imagine Monash in 2040 process. The consultation process included 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.



PERFORMANCE

Council's performance in 2022/23 is outlined in this Annual Report against the Council Plan objectives, demonstrating how we are achieving the initiatives in our *Council Plan 2021-2025*.

Our performance is documented in the following pages and has been measured on:

- ◇ Results achieved in relation to the strategic indicators in the *Council Plan 2021-2025*
 - ◇ Progress in relation to the major initiatives identified in the Annual Budget
 - ◇ Services funded in the Annual Budget and the persons or sections of the community who we provide these services to
 - ◇ Results against the prescribed service performance indicators and measures.
- 



STRATEGIC OBJECTIVE ONE: SUSTAINABLE CITY



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 enjoys good access to retail and hospitality, jobs, all levels of education, health care and many other services. It would also like to see our pedestrian and cycle paths enhanced and public transport improved.

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.

Annual Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2022/23 Budget for the year.

Initiative	Progress
Implement energy efficiency upgrades at Clayton Community Centre and Monash Aquatic and Recreation Centre	Progressing: Year 1 projects are complete and Year 2 are near completion. Solar has been installed on the Clayton Community Centre, MARC, Civic Centre and Monash Operations Centre, and heat pumps are installed and close to operational. HVAC upgrade for Clayton is underway. MARC solar will reduce grid power needs by up to 20 per cent.
Progress the <i>Environmental Sustainability Strategy</i> including implementing Business Energy saver initiative and development of Climate Adaptation Plan for consultation.	Achieved: The annual report for the <i>Environmental Sustainability Strategy</i> is complete and highlights the ongoing achievements. The Energy Saver team completed a successful Environmental Upgrade event and continued to exceed engagement targets. Eight member councils will support the program again in the new year. Climate adaption planning is continuing with a focus on background research, participation in the Victorian Climate Resilient Council project and through the Eastern Alliance for Greenhouse Action (EAGA).
Advance residual waste management for higher landfill redirection.	Achieved: Council has awarded a tender for Advanced Waste Processing and is finalising the contract with a preferred supplier to process residual waste or advanced waste. Residual waste or advanced waste processing solutions are modern, proven technologies that process nonhazardous industrial waste and household rubbish. The aim is to recover more resources, materials or energy from waste and turn into alternative resources, such as electricity or fuel. This also significantly reduces waste that goes to landfill.
Optimise waste collection for higher landfill diversion.	Achieved: Since the bin collection switch of the food and garden waste bin collection to weekly and landfill bin to fortnightly in August 2022, there has been good acceptance by our community, which has resulted in the reduction of waste going to landfill and an increase in food waste collection and diversion from landfill. Target for waste diversion from landfill for 2023 is 60 per cent. Council has already exceeded this target, recording the diversion rate for 2023 at 68.3 per cent.



Initiative	Progress
<p>Implement the 2022/23 funded actions in the Monash Integrated Transport Strategy.</p>	<p>Achieved: Status of identified projects are as follows:</p> <ul style="list-style-type: none"> • Djerring Trail shared path widening (non-LXRA sections): project scope, including the development of the detailed design, is complete and scheduled for delivery subject to future capital works funding. Approval from VicTrack will be sought in 2023/24. (100 per cent) • Scotchmans Creek Trail: Stanley Avenue Road Narrowing & Trail Widening: project has been tendered and the contract awarded, with the delivery works completed. (100 per cent) • Scotchmans Creek Trail Widening: Cole Crescent to Warrigal Road: project scope, including the development of the detailed design and pretender cost estimates, is complete and scheduled for delivery subject to future capital works funding. (100 per cent) • Shared Path Line Markings, Signage and Lighting Annual Program: site inspections were conducted on four major shared paths: Djerring Trail, Scotchmans Creek Trail, Waverley Rail Trail and Gardiners Creek Trail. The inspections identified a need for replacing and/or delivering new line-marking improvements. A schedule of line-marking works was delivered on all four trails to ensure the achievement of this need, ensuring enhanced safety and usability of these paths. (100 per cent)
<p>Commence a detailed design and consultation for Waverley Rail Trail off-road shared path between Jordanville Station and Mount Waverley Station.</p>	<p>Achieved: Project scope for Waverley Rail Trail off-road shared path between Jordanville Station and Mount Waverley Station, including the development of the detailed design, is complete and scheduled for delivery subject to future capital works funding.</p> <p>A further meeting with the Department of Transport and Planning is scheduled in July 2023 to finalise the delivery model of this project which is funded by the State Government.</p>

Performance of Services Funded in the Budget

Council will support a Sustainable City through ongoing delivery of a range of services including Engineering, Strategic Asset Management, Planning, and Sustainability and Waste Services. The following statement provides information in relation to these services funded in the 2022/23 Budget and the people or sections of the community that are provided the service.

Service	Description of Service	Net Cost	\$000
Engineering	<p>The Engineering Department provides the following services:</p> <ul style="list-style-type: none"> ◇ Develops and updates the long-term capital improvement works program for civil infrastructure, such as roads, pathways, lighting, car parks, drains and structures ◇ Manages and implements parking restriction changes ◇ Investigates and responds to road safety issues ◇ Advocates for improvements to public transport and implements active transport initiatives ◇ Manages and processes permits relating to asset protection, such as road/footpath occupation, service authority consent, skip bins, stormwater connection, vehicle crossovers and access through reserves ◇ Monitors building sites to ensure any construction activities are compliant with Council's Local Laws and engineering standards ◇ Provides engineering advice and support on future projects by developers/external authorities/government bodies ◇ Assesses and processes engineering/drainage plans, legal point of discharge and building over easements ◇ Provides customer service, including support to frontline counter enquiries. 	<p>Actual</p> <p>Budget</p> <p>Variance</p>	<p>1,581</p> <p>2,381</p> <p>800</p>
Strategic Asset Management	<p>The Strategic Asset Management Department provides strategic asset planning and emergency management services to the organisation, guiding sustainable management of Council's assets to support services that will meet current and future community needs.</p> <p>This includes:</p> <ul style="list-style-type: none"> ◇ Asset data management including asset valuations, asset condition assessments and defect inspections, asset modelling and performance reporting ◇ Strategic asset planning including asset policy and strategy development and implementation. ◇ Infrastructure planning and compliance including emergency management coordination/support, and utility contract management and payments. 	<p>Actual</p> <p>Budget</p> <p>Variance</p>	<p>5,307</p> <p>4,840</p> <p>467</p>

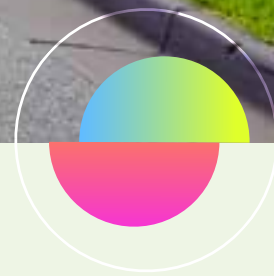
Service	Description of Service	Net Cost	\$000
Sustainable Monash	<p>The Sustainable Monash Department provides a range of community services that support our community in providing a sustainable, healthy and clean municipality. Sustainable Monash covers services and projects including:</p> <p>WASTE MANAGEMENT</p> <ul style="list-style-type: none"> ◇ Planning for the achievement of waste diversion and recycling targets ◇ Kerbside residential and commercial collection of general waste, recyclables, and food and garden waste ◇ Annual hard rubbish collection ◇ At-call hard waste collection ◇ Dumped rubbish and litter education and collection ◇ Street and activity centre cleaning and sweeping ◇ Closed landfill management ◇ Waste planning support to Town Planning. <p>RECYCLING AND WASTE CENTRE MANAGEMENT</p> <ul style="list-style-type: none"> ◇ A facility for the community to dispose of recyclables and waste. <p>SUSTAINABILITY</p> <ul style="list-style-type: none"> ◇ Activating the community and businesses through education and support on environmental sustainability including climate change preparedness and achieving zero net carbon by 2025 ◇ Embedding sustainability into Council processes and procurement through promotion of the Environmentally Sustainable Design Policy ◇ Promoting biodiversity and improved vegetation through programs such as Green Shoots and Gardens for Wildlife ◇ Promotion and education of the food and garden waste collection service ◇ Supporting Council and community towards a circular economy ◇ Energy Efficiency and Water Sensitive Urban Design programs ◇ Advocacy to government on sustainability and waste policy. 	<p>Actual 27,870</p> <p>Budget 26,814</p> <hr/> <p>Variance 1,056</p>	



Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/Measure	Result				Material Variations
	2020	2021	2022	2023	
Roads					
Satisfaction of use					
Sealed local road requests	29.71	41.67	42.58	49.74	Number of sealed local road requests has remained steady as compared to previous reporting period. The number of requests is reflective of wetter conditions experienced during the past few years. Wet weather generally leads to a higher instance of issues such as potholes, therefore resulting in higher requests. Monash Council addresses such requests in line with intervention level, as per Council's <i>Road Management Plan</i> .
(Number of sealed local road requests per 100 kilometres of sealed local road)					



Service/Indicator/Measure	Result				Material Variations
	2020	2021	2022	2023	
<p>Condition</p> <p>Sealed local roads maintained to condition standards</p> <p>(Percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)</p>	98.49%	98.50%	98.50%	98.05%	Programming of road resurfacing has increasingly been better planned at Monash. Council has been utilising the predictive modelling within the Pavement Management System to prioritise roads to be resurfaced. Council's continuous commitment to invest in the renewal of its road network has kept the number of roads classified as very poor condition to a low number.

Service/Indicator/Measure	Result				Material Variations
	2020	2021	2022	2023	
Service cost					
Cost of sealed local road reconstruction (Direct reconstruction cost per square metre of sealed local roads reconstructed)	\$89.16	\$111.36	\$0.00	\$116.67	There has been a small increase in the unit rate compared to 2020/21. There was no road reconstruction completed during 2021/22, therefore the price could not be compared against 2021/22. This change in price over two financial years is in line with the expectation, given there has been an increase in supply and labour costs.
Cost of sealed local road resealing (Direct resealing cost per square metre of sealed local roads resealed)	\$21.77	\$27.25	\$24.72	\$24.09	The cost per square metre of road resealing has slightly decreased compared to 2021/22. The unit rate tends to fluctuate year-on-year based upon works undertaken on various road hierarchy types, such as minimum tonnages of asphalt placed on each road location, fluctuating petroleum price and the level of traffic management required. During the 2022/23 reporting period, Council was able to achieve a better pricing during the review of asphalt contract.



Service/Indicator/Measure	Result				Material Variations
	2020	2021	2022	2023	
Satisfaction					
Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	76	75	72	75	The annual satisfaction with Council's sealed local roads has shown a notable improvement this year, with a rise from 72 to 75. This increase signifies a positive trend and reflects Council's efforts in addressing road-related concerns and enhancing the overall road quality. It is encouraging to witness the community's growing satisfaction, which demonstrates the effectiveness of our ongoing initiatives. However, we must remain committed and ensure this positive trajectory continues in the future. By maintaining our focus on road maintenance and implementing community-driven strategies, we can strive to provide an even better experience for our residents and reinforce their satisfaction with the sealed local road network.

Waste collection

Satisfaction

Kerbside bin collection requests

(Number of kerbside bin collection requests per 1,000 kerbside bin collection households)

80.90 82.95 101.58 **148.75**

There has been a continued increase in bin enquiries and requests due to collection frequency changes in August 2022.

Service standard

Kerbside collection bins missed

(Number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts)

3.08 3.28 4.02 **9.53**

Missed bin requests have increased this period due to resourcing issues in the waste industry. Note: total lifts has also decreased since 2021/22, due to collection frequency switch.

Service/Indicator/Measure	Result				Material Variations
	2020	2021	2022	2023	
Service cost					
Cost of kerbside garbage bin collection service (Direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin)	\$106.21	\$100.43	\$118.87	\$91.10	The cost of the garbage collection service has decreased following the bin collection frequency switch in August 2022, due to garbage bins being collected fortnightly rather than weekly.
Cost of kerbside recyclables bin collection service (Direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin)	\$35.98	\$36.27	\$38.84	\$44.43	Cost of recyclable bin collection has increased in line with an increase in contract costs.
Waste diversion					
Kerbside collection waste diverted from landfill (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	52.33%	56.41%	55.88%	68.32%	The diversion rates from landfill have increased this period due to the diversion of food waste to compost, following the introduction of the Food Organics Garden Organics program and change in landfill bin collection from weekly to fortnightly.





STRATEGIC OBJECTIVE TWO: INCLUSIVE SERVICES

Local services, close to home, are an important way for residents to participate in their community, and meet their social, recreation, leisure, employment, shopping, education, health or other needs.

Monash has a great range of local services including:

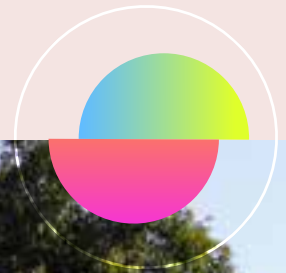
- ◇ Internationally renowned Monash University and Monash Medical Centre
- ◇ Cultural events and festivals such as Carols by Candlelight and Clayton Festival, and facilities such as the Museum of Australian Photography (MAPh)
- ◇ Regional sports facilities, including the Glen Waverley Sports Hub (under development), Waverley Netball Centre and Oakleigh Recreation Centre
- ◇ Early years facilities, such as the Wellington Child and Family Hub and the Pinewood Early Years Hub (both completed) and the Oakleigh South Child and Family Hub (to be completed)
- ◇ Schools, such as Glen Waverley, Mount Waverley and Brentwood secondary schools, Caulfield Grammar School, Wesley College, and Amsleigh Park Primary School.

Ensuring these services are inclusive for all our community members requires an appreciation of Monash's diversity. Council's services, programs and advocacy work to make Monash more inclusive. Incorporating the needs of our community, they cover issues such as:

- ◇ Child-friendly city
- ◇ Positive ageing
- ◇ Gender diversity and equity
- ◇ People living with a disability, and their carers
- ◇ A multicultural city
- ◇ Aboriginal and Torres Strait Islander reconciliation
- ◇ 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 more quickly.



Annual Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2022/23 Budget for the year.

Initiative	Progress
Review the Monash Public Art Collection.	<p>Achieved: Council adopted the new Public Art Policy and Framework at its May 2023 meeting.</p> <p>The revised policy and framework provide strategic direction and a sustainable approach to the commissioning and management of public art in the City of Monash. It considers the built, natural, social and cultural contexts that inform city liveability, connection and sense of place.</p>
Complete a feasibility study for the potential redevelopment of the Monash Aquatic and Recreation Centre.	<p>Achieved: The feasibility study for the potential redevelopment of the Monash Aquatic and Recreation Centre was finalised and revised options will be presented to councillors in late-2023.</p>
Partner with Holmesglen TAFE to implement the Integrated Placement Program at Active Monash facilities.	<p>Achieved: Eight students are progressing through the 2023 Holmesglen TAFE Integrated Placement Program at Active Monash facilities. Nine students graduated from the program at the end of 2022.</p>
Complete the design and consultation and commence construction of the multi-sports courts at Carlson Reserve.	<p>Achieved: A tender to award the construction of the multi-sport courts at Carlson Reserve was awarded at the May 2023 Council meeting. Construction is scheduled to be completed by the end of 2023.</p>
Complete a preliminary design and confirm the scope of the Mount Waverley Reserve Pavilion upgrade.	<p>Achieved: A preliminary design for the new pavilion at Mount Waverley Reserve has been completed. Design services package including pavilion, sportsground, lighting, cricket nets, multi-purpose courts and car parking. The project also incorporates the Melbourne Water pipe alignment through the reserve. Detailed design has begun and will be finalised before the end of 2023 to allow construction to commence in approximately May 2024.</p>
<p>Renew and upgrade playgrounds in accordance with Monash's Playground and Playspace Strategy, with focus on:</p> <ol style="list-style-type: none"> Flora Road Reserve, Clayton Herriotts Boulevard Reserve, Glen Waverley Atheldene Drive Reserve, Glen Waverley Rivett Crescent Reserve, Mulgrave Talbot Park, Oakleigh South. 	<p>Achieved: All playgrounds listed were constructed by 30 June 2023, except for Talbot Park playground which was rescheduled earlier in the year due to site issues.</p>

Initiative	Progress
<p>Implement Year 2 actions of the <i>Municipal Public Health and Wellbeing Plan 2021-2025</i>.</p>	<p>Achieved: Year 2 actions of the Municipal Public Health and Wellbeing Plan have progressed and are being reported on up until June 2023, including:</p> <ul style="list-style-type: none"> ◇ Returning to on-site service delivery (e.g. immunisation, Maternal and Child Health home visits, Active Monash programs, Positive Ageing and Lifestyle Support program) and events (e.g. Clayton Festival, Library programs, Seniors Festival, Community Safety Month) ◇ Free From Violence successful grant application; three-year project has commenced ◇ Internal Catering Policy has been implemented: following the Victorian Government's Healthy Choices traffic light system – 68 per cent of all catering orders were from the green category, 21 per cent of catering were classified as orange, 11 per cent were red ◇ The implementation of the Public Health Approach to Gambling Policy established Monash Council as a leader in the prevention of gambling harm ◇ Council's Health and Wellbeing Committee continues to meet on a quarterly basis <p>The <i>Municipal Public Health and Wellbeing Plan</i> is continuing to address areas of loneliness, accessibility and social connections.</p>
<p>Lead and coordinate the Regional Local Government Homelessness and Social Housing Charter coalition to advocate for increased social housing in the region.</p>	<p>Achieved: Monash continues to take a lead in supporting and hosting the Charter Councils group. Charter councils have all strengthened commitments towards social and affordable housing in key plans and some have identified land for a partner to develop for this housing types, while other councils are looking to strengthen planning scheme controls to increase supply.</p> <p>The Charter includes regional commitments to:</p> <ul style="list-style-type: none"> ◇ Work in partnership ◇ Scope land for social and affordable housing ◇ Advocate for mandatory inclusionary zoning. <p>The group continues to represent a positive example of the local government sector's ability to collaborate and advocate towards an improved homelessness service system and to increase the supply of social housing.</p> <p>Progress this year includes:</p> <ul style="list-style-type: none"> ◇ The Charter Councils group continues to meet quarterly, with the first in-person meeting since COVID-19 occurring in May ◇ The Charter coordination group continues to meet fortnightly to plan and deliver quarterly meetings and coordinate advocacy and submissions in response to opportunities. A letter to the Federal Minister for Homelessness, Hon Julie Collins MP, was submitted in this year. <p>Considerable progress has commenced for three new Charter work streams (Data collection, Communications and Planning). The communications stream is led by Monash and we have successfully gained support across all 13 councils to undertake a project to develop a homelessness messaging guide for local government.</p>

Initiative	Progress
<p>Implement <i>Monash Gallery of Art Strategic Plan</i>.</p>	<p>Achieved: The newly rebranded Museum of Australian Photography (MAPh) has successfully delivered on its annual exhibition calendar including <i>Return to Nature</i>, which considered the different ways that Australian landscape has been framed by photography throughout history, and the <i>Annual Bowness Photography Prize</i>, which promoted excellence in photography. Tamara Dean's <i>Leave Only Footprints</i> is the first survey of the critically acclaimed photo media artist and spans more than 20 years of her photographic practice. This immersive exhibition incorporated scent, photography, installation and the moving image to create an environment that engages the senses. Through the lenses of more than 50 artists, <i>100 Faces</i> brings together 100 works drawn from three photographic collections to explore the portrait in its many forms, as well as what it means to collect portraiture both publicly and privately.</p> <p>Advocacy continues in relation to the proposed Monash Integrated Cultural Precinct Project redevelopment.</p>
<p>Implement actions identified within the <i>Monash Future Libraries report</i>.</p>	<p>Achieved: The <i>Monash Future Libraries report</i> has been finalised and endorsed by the Executive Leadership Team. A five-year road map has been prepared for the <i>Monash Public Library Service</i>.</p>



Initiative	Progress
<p>Implement Year 1 priorities and actions identified within the <i>Monash Arts and Culture Strategy 2025</i>.</p>	<p>Achieved: Key actions and deliverables from the <i>Monash Arts and Culture Strategy 2025</i> continue to be delivered by the Arts, Culture and Events and Creative Industries teams. Over the year the following were delivered:</p> <ul style="list-style-type: none"> ◇ Arts and Culture Strategy launch and networking event for creative industries ◇ Quarterly meetings with Traditional Owners ◇ Monash Future Libraries review and report complete, including five-year road map ◇ Launch of new exhibition space within Civic Centre ◇ Public Art Policy and framework adopted ◇ Music Industry workshops delivered in conjunction with Music Victoria ◇ Ongoing support for development and implementation of GSEM Creative Industries and Cultural Tourism Strategy ◇ Winter Series across four nights and locations, reaching more than 300 community members ◇ Ongoing support of community-led events with a hugely successful Optics two-day event and multiple sites for Anzac Day ◇ Ongoing implementation of the 'Culture Counts' evaluation platform ◇ Professional development workshop - Sustaining your Creative Practice, attracting more than 15 local artists ◇ Annual WordFest program with the libraries launched June 2023 ◇ Victor Melder Lecture ◇ Tamil and Sinhala New Year celebrations ◇ Tri-lingual story times ◇ Australian Heritage Festival, IDAHOBIT, Pride Month and Refugee Week events with the libraries ◇ Appointment of industry expert to deliver the <i>Live Music Action Plan</i> ◇ The Track Gallery showcased Uluru Youth Art for Reconciliation Exhibition organised by the Monash Reconciliation Group ◇ The Monash Gallery of Art was rebranded as the Museum of Australian Photography (MAPh), and delivered on its calendar of exhibitions and programs, cultivating a community that is actively engaged with Australian photography and its stories, and empowering and celebrating its artists. As part of the rebranding a newly designed website was launched, as well as upgrades to site and wayfinding signage.
<p>Coordinate the provision of services from the Pinewood Child and Family Hub from Term 1 2023.</p>	<p>Achieved: The construction of the Pinewood Child and Family Hub was completed in February 2023. The Pinewood Preschool and community playgroup commenced operation from the hub in February 2023, with the Maternal and Child Health Service and the Enhanced Maternal and Child Health Service moving into the facility and commencing services in March 2023.</p>

Initiative	Progress
Continue the implementation of the Early Years Infrastructure Plan.	Achieved: In October 2022, Council formalised the Building Blocks Partnership with the Victorian Government (represented by the Victorian School Building Authority). Early years infrastructure planning continues. Construction of the Oakleigh South Child and Family Hub commenced and is due for completion in January 2024. Design planning commenced for three early years infrastructure projects. Project construction is anticipated to occur throughout 2024.
Undertake consultation, planning and design to provide early years services from 7 Dorrington Avenue, Mount Waverley.	Achieved: Design, planning and consultation has commenced for the Dorrington Drive Child and Family Hub. Project construction is anticipated to occur during 2024, with the service due to open in early 2025.
Determine Council's future role in aged care in the context of Commonwealth Aged Care Reform.	Achieved: As part of the federal budget released on 9 May 2023, the Commonwealth Government announced that the new Support at Home program will now be implemented from 1 July 2025. Council has committed to the program for an extra 12 months to allow time to refine the program, with input from experts across a range of design elements and further consultation with older people and providers.
Implement year 1 of the Sports Club Framework.	Achieved: The Club education series was completed during the financial year and incorporated a range of topics including volunteer support, strategic planning, mental health first aid, responsible serving of alcohol, and sponsorship.
MAJOR INITIATIVE 1 - Implement key actions from the <i>Innovate Reconciliation Action Plan</i> .	<p>Achieved: The City of Monash <i>Innovate Reconciliation Action Plan</i> (RAP) has now been formally endorsed by Reconciliation Australia. The RAP will guide our work around reconciliation over the next two years and was formally launched in July. We are continuing to deliver on the many actions contained within the RAP, including cultural training, signage and procurement.</p> <p>Our commissioned artwork from Marcus Lee Inc. has also been launched, with the artwork being projected onto the Civic Centre. The artwork is now being incorporated in many Council publications, signs and signature blocks.</p>
MAJOR INITIATIVE 2 - Continue to work towards Rainbow Tick Accreditation Plan.	<p>Achieved: The draft Rainbow Tick Plan (The Plan) Phase One has undergone consultation with the relevant Council departments for their feedback and input. The Plan identifies actions to address the gaps from the Rainbow Tick Assessment tool and provide evidence for Rainbow Tick Accreditation. The Plan is internal-facing only, and organisation-wide. The Plan includes actions already agreed to in the <i>LGBTIQ+ Action Plan</i>, but it has added actions that support Council's journey towards Rainbow Tick for a two-year period.</p> <p>The Plan will provide a framework for the organisation which can be used to place it in a more desirable position once trial sites are identified for the external accreditors. Trial sites will be required to have additional actions taken, which will be undertaken in Phase Two of The Plan. The trial sites will be selected based on the health and community services eligibility by Rainbow Health Australia.</p> <p>The LGBTIQ+ Working Group continues to meet bi-monthly. The Working Group is working on key projects identified in the Plan.</p>

Performance of Services Funded in the Budget

Council will support Inclusive Services through ongoing delivery of a range of services including Active Monash, Aged and Community Support, Arts and Libraries, and Children, Youth and Family Services. The following statement provides information in relation to these services funded in the 2022/23 Budget and the people or sections of the community who are provided the service.

Service	Description of Service	Net Cost	\$000
Active Monash	<p>The Active Monash Department comprises Aquatics, Leisure Planning and Recreation Services with a focus on improving the health and wellbeing of the community through the provision of leisure facilities and services. The department includes:</p> <p>AQUATIC AND LEISURE SERVICES BUSINESS: This unit directly manages the following leisure and aquatic centres:</p> <ul style="list-style-type: none"> ◇ Clayton Aquatics and Health Club (CAHC) ◇ Monash Aquatic and Recreation Centre (MARC) ◇ Oakleigh Recreation Centre (ORC). <p>The unit also oversees the planning and delivery of Council's Active Communities Program delivered across the municipality.</p> <p>RECREATION SERVICES: This unit has four responsibility areas including: strategy and policy development, capital works planning and development, facility management, and club development, support, and programs. The unit has management of a large portfolio of recreation assets and facilitates the delivery of a large annual capital works program, including upgrades to playgrounds, sports pavilions and facilities, and other associated works to support local grassroots sport and recreation.</p> <p>LEISURE PLANNING: This unit oversees the strategic planning for active and passive open space use, including facility and playground provision, masterplans, feasibility studies and strategies related to improving health and wellbeing outcomes through leisure.</p>	<p>Actual</p> <p>Budget</p> <hr/> <p>Variance</p>	<p>6,974</p> <p>5,261</p> <hr/> <p>(1,713)</p>
Aged and Community Support	<p>The Aged and Community Support Department is responsible for direct support and service planning for seniors across Monash. The department provides a range of service delivery and service planning activities that directly support seniors to remain living independently in their own homes. Additionally, this department facilitates and supports seniors to remain active and celebrates participants in all aspects of community life. Key funding for in-home support programs is delivered via the Commonwealth Home Support Programme, and Council funds a range of additional activities, focused on ensuring seniors throughout Monash have multiple opportunities to stay socially active and connected within their community.</p>	<p>Actual</p> <p>Budget</p> <hr/> <p>Variance</p>	<p>(632)</p> <p>(385)</p> <hr/> <p>247</p>

Service	Description of Service	Net Cost	\$000
Arts and Libraries	<p>The Arts and Libraries Department is responsible for supporting and delivering arts and cultural strategic planning, a public library service, community arts, creative industries, cultural tourism, festivals and events, public art and the Museum of Australian Photography (MAPh). The four service delivery units are:</p> <p>MONASH PUBLIC LIBRARY SERVICE: is located within six branches and online. Libraries manage diverse library collections, deliver outreach, public and education programs, and provide community spaces and resources that improve and champion for literacy health, digital literacy, cultural understanding and social inclusion in community.</p> <p>ARTS, CULTURE AND EVENTS (ACE): facilitate a vibrant and diverse cultural life in the City of Monash through delivery of festivals and events and community art initiatives, while supporting the safe delivery of community events and leases for creative and cultural community organisations.</p> <p>CREATIVE INDUSTRIES (CI): supports public art collection management, creative industry public programs and community exhibition program delivery. This function includes planning and delivery of targeted support to artists and community groups to stimulate creative industry and cultural tourism development and provides advice on cultural planning, public art and policies that support and enable cultural development.</p> <p>MUSEUM OF AUSTRALIAN PHOTOGRAPHY (MAPH): the Monash Gallery of Art is now the Museum of Australian Photography (MAPh). MAPh is the pre-eminent national institution dedicated to championing Australian photography and its vital role in culture and society. MAPh cultivates a community that is actively engaged with Australian photography and its stories, and aims to empower and celebrate its artists through the delivery of high-quality, thought-provoking exhibitions, events and education and public programs. MAPh oversees the café and manages the MAPh retail shop on site.</p>	<p>Actual</p> <p>Budget</p> <hr/> <p>Variance</p>	<p>7,052</p> <p>7,491</p> <hr/> <p>439</p>

Service	Description of Service	Net Cost	\$000
Children, Youth and Family Services	<p>The Children, Youth and Family Services Department delivers a range of services for children, young people and their families to have the best opportunities to grow, learn and thrive in a strong and supported community, where they are nurtured by capable, confident families from the time they are born until they reach adulthood. Services and activities delivered by this department include:</p> <p>MATERNAL AND CHILD HEALTH SERVICE: provides support to families with infants and young children from numerous centres located across the municipality. Other services include a breastfeeding service, sleep and settling service, an enhanced program for vulnerable families, as well as an outreach program for families unable to attend a centre-based service.</p> <p>IMMUNISATION SERVICE: provides infant vaccines across the municipality and an immunisation program for secondary school students.</p> <p>BRINE STREET CHILDCARE AND KINDERGARTEN: is an early childhood education and care centre with a capacity of 67 places. The centre also offers a funded kindergarten program for three and four-year-olds.</p> <p>MONASH YOUTH SERVICES (MYS): provides programs, events and services to children, young people and their families through Council facilities, schools, community and street-based outreach. MYS provides:</p> <ul style="list-style-type: none"> ◇ Generalist youth worker support for young people aged 10-25 years ◇ Programs for personal growth and leadership ◇ Opportunities for peer support and social interaction for children and young people aged 8-25 years ◇ The School Focused Youth Services (SFYS) program to selected primary and secondary schools ◇ Assertive homelessness outreach provided to community members who are homeless, particularly those who are sleeping rough. 	Actual	3,304
		Budget	3,720
		Variance	416



Service	Description of Service	Net Cost	\$000
	<p>EARLY YEARS AND FAMILY SERVICES</p> <ul style="list-style-type: none"> ◇ Monash Kindergarten Central Registration and Enrolment Service ◇ Preschool Field Officers support Monash kindergarten services to include children with additional needs ◇ Support for vulnerable families with children aged 0-17 years ◇ The CALD outreach project supports engagement of Monash children and families into kindergarten services ◇ Support to community-operated early years services (e.g. kindergarten, childcare centres, playgroups and toy libraries) ◇ Parenting support programs ◇ Child Safeguarding ◇ Children and Young People Friendly Cities ◇ Supported playgroups. <p>CHILDREN, YOUTH AND FAMILY SERVICES PLANNING</p> <ul style="list-style-type: none"> ◇ Planning and delivery of infrastructure projects that support early years service provision ◇ Service and strategic planning activities related to children, young people and their families. 		

Service	Description of Service	Net Cost	\$000
Community Strengthening	<p>The Community Strengthening Department builds community capacity through community partnerships, planning and development initiatives, enabling Council and community partners to make informed, effective decisions. The team implements collaborative and integrated actions to improve community development and capacity building, economic development, diversity, respect and inclusion. This is achieved through the provision of Council's State-legislated <i>Monash Health and Wellbeing Plan 2021-2025</i>, implementation of the <i>Gender Equality Act 2020</i> and associated social policies and frameworks, as well as a range of other projects and programs as shown below. The Community Strengthening Team is responsible for the following areas:</p> <p>COMMUNITY PARTNERSHIPS AND HEALTH PROMOTION</p> <ul style="list-style-type: none"> ◇ Monash Community Grants Program ◇ Health promotion ◇ Social policy and advocacy ◇ Access and inclusion ◇ Cultural diversity ◇ Volunteering. <p>NEIGHBOURHOODS AND PLACE MAKING</p> <ul style="list-style-type: none"> ◇ Place making ◇ Community safety ◇ Community and social infrastructure projects and planning ◇ Delivery of the <i>Innovate Reconciliation Action Plan</i> ◇ Building community capacity within local areas. <p>ECONOMIC DEVELOPMENT</p> <ul style="list-style-type: none"> ◇ Enabling business capacity building and resilience ◇ Encouraging further growth in activity centres ◇ Fostering future jobs and skilled workers ◇ Advocating to encourage ongoing infrastructure development and investment ◇ Driving the delivery of the Economic Development Strategy. <p>GENDER DIVERSITY AND EQUITY</p> <ul style="list-style-type: none"> ◇ Gender equity and leading Council's Gender Impact Assessments, as part of the <i>Gender Equality Act 2020</i> ◇ Whole-of-Council approach to prevent family violence and all forms of violence against women ◇ LGBTIQ+ inclusion and Rainbow Tick Accreditation. 	<p>Actual</p> <p>Budget</p> <hr/> <p>Variance</p>	<p>4,643</p> <p>5,228</p> <hr/> <p>585</p>

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/Measure	Result				Material Variations
	2020	2021	2022	2023	
Aquatic Facilities					
Service standard					
Health inspections of aquatic facilities (Number of inspections by an authorised officer within the meaning of the Public Health and Wellbeing Act 2008 carried out per Council aquatic facility)	1.0	1.0	1.0	1.0	Health inspections were undertaken on all three facilities.
Service cost					
Cost of aquatic facilities (Direct cost less any income received from providing aquatic facilities per visit)	\$4.22	\$13.50	\$9.22	\$6.39	Despite attendance numbers still being below pre-COVID-19 levels, they have been steadily increasing, particularly over the past six months. We anticipate further improvements to cost and utilisation measures in 2023/24.
Utilisation					
Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of population)	5.13	2.70	3.82	5.15	Total attendances up by more than 32 per cent (continued recovery from COVID-19) and are projected to grow similarly into 2023/24.



Service/Indicator/Measure	Result				Material Variations
	2020	2021	2022	2023	
Libraries					
Utilisation					
Physical Library collection usage (Number of physical library collection item loans per physical library collection item)	4.72	3.97	4.05	4.61	Library borrowing rates have increased since lockdowns ended as more members visit the library and attend programs.
Resource standard					
Recently purchased library collection (Percentage of the library collection that has been purchased in the past five years)	74.16%	65.49%	66.95%	63.83%	More library items were purchased this financial year, but older stock has been left in the collection due to customer demand. Physical library use and borrowing rates have increased greatly, which meant we were unable to remove as many older items as normal.
Service cost					
Cost of library service (The direct cost of the library service per head of population)	\$26.97	\$25.86	\$29.93	\$33.92	The cost of the library service decreased during lockdowns due to reduction in required staffing, including casuals. With libraries now fully operational, staffing budgets have increased.
Participation					
Active library borrowers in municipality - in the past five years (Percentage of the population that are active library borrowers)	16.28%	14.21%	12.58%	11.01%	Fall in active borrowers is less than the fall in municipal population. However, borrowers who are active are borrowing more items, reflecting the increase in new stock and a refresh of the internal collection development policy, which better reflects borrower needs.

Service/Indicator/Measure	Result				Material Variations
	2020	2021	2022	2023	
Maternal and Child Health (MCH)					
Service standard					
Infant enrolment in the MCH service (Percentage of infants enrolled in the MCH service)	101.25%	100.63%	100.25%	100.60%	Small increase in enrolment numbers compared to birth notifications. This is due to clients transferring into the City of Monash post-birth. The birth notification is sent from the birth hospital to the address the client provides. However, if the client chooses to reside with family in another municipality straight after birth, the history is transferred.
Service cost					
Cost of MCH service (Cost of the MCH service per hour of service delivered)	\$67.22	\$66.71	\$73.03	\$72.43	Although the Maternal and Child Health overall costs continue to increase each year, which is in line with the increase in the hourly MCH rate set by the Department of Health (this rate has increased from \$123.25 in 2021/22 to \$126.38 in 2022/23), the cost of Monash's MCH services slightly decreased this year when compared to the previous year. This was due to the reduced costs of cleaning as the service transitions back to universal cleaning precautions post-COVID-19.
Participation					
Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	77.22%	76.46%	74.54%	76.41%	Increase in participation in Maternal and Child Health service. This is in response to the Department of Health COVID-19 funding, which was used by the Monash Maternal and Child Health service to employ a Maternal and Child Health Nurse on a contract. This nurse engaged with clients who missed their Key Age and Stage appointments during the pandemic. This funding was also used to increase capacity of the Maternal and Child Health service to see clients for regular Key Age and Stage (KAS) visits. Outreach Maternal and Child Health service to kindergartens and childcare centres also resumed, offering alternative engagement methods to support working families.

Service/Indicator/Measure	Result				Material Variations
	2020	2021	2022	2023	
<p>Participation in the MCH service by Aboriginal children</p> <p>(Percentage of Aboriginal children enrolled who participate in the MCH service)</p>	82.72%	79.38%	75.89%	88.98%	<p>Participation in the Maternal and Child Health service by Aboriginal children increased significantly this year (53 compared to 43 in the previous year). Much work has been undertaken at the MCH centre-level to create a culturally safe and inviting space for all. This has included having culturally appropriate books, posters, toys, rugs, etc, within each office. MCH staff continue to undertake cultural competency training. Staff are supported to ask all families if they wish to identify and have the knowledge to discuss, with family opportunities and supports available.</p>
<p>Participation in 4-week Key Age and Stage visit</p> <p>(Percentage of infants enrolled in the MCH service who receive the 4-week key age and stage visit)</p>	95.95%	97.68%	97.83%	98.34%	<p>An increase in attendance at the 4-week Key Age and Stage appointment. This is likely due to all visits now having returned to the Maternal and Child Health centre. A noted reduction in families reporting no longer being anxious about attending, when compared to attendance during COVID-19. Lessons learned during COVID-19, such as telehealth appointments, have also been used this year, which has further offered opportunities for families to engage with the Maternal and Child Health service.</p>



STRATEGIC OBJECTIVE THREE: ENHANCED PLACES

Monash's community highly values its public spaces - the parks and street trees, dining and shopping centres - across the municipality.

Development is affecting the look and feel of part of the City, with concern that new buildings comprise a larger portion of properties, reducing the trees and vegetation.



Annual Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2022/23 Budget for the year.

Initiative	Progress
Implement the funded 2022/23 priorities of the <i>Street Tree Strategy</i> .	Achieved: The 2022/23 tree planting program has been completed, with 344 trees planted through delivery of this program. Inspections are underway for the 2023/24 priority planting sites.
Implement the 2022/23 funded priorities of the Avendon Estate Cypress Windrow Replacement Program.	Achieved: Cypress tree removals at the Avendon Estate were completed during April. Additional community consultation via pop-up sessions, site meetings and the Shape Monash channel occurred prior to the removal of the remaining vegetation.
MAJOR INITIATIVE 3 - Deliver a minimum 90 per cent of agreed Capital Works Program delivered annually.	Achieved: The 2022/23 Capital Works Program has been delivered successfully with the major initiative indicator of 90 per cent met. The final position for capital works expenditure is 94.5 per cent of the agreed capital works program value.
Progress with the Glen Waverley Civic Precinct Project.	Achieved: Council's design consultants (architects) have completed the schematic design report. It is ready to be presented for community engagement anticipated to be undertaken in July to August 2023.



Initiative	Progress
<p>Continue engagement and support for local trader groups across Melbourne.</p>	<p>Achieved: The following activities of engagement and support for Monash's local trader groups were undertaken by Council over the past 12 months:</p> <ul style="list-style-type: none"> ◇ Removal of Mount Waverley temporary parklet to make way for new permanent replacement ◇ Installation of parklets across various locations was completed, with funding through the State Government's COVIDSafe Outdoor Activation fund Rounds 3A and 3B. Parklets installed to support nearby food and beverage establishments have been placed at: <ul style="list-style-type: none"> • Kerrie Road, Glen Waverley • Corner Lum Road and Brandon Park Drive (Dirigo Drive Reserve), Mulgrave • Poath Road, Hughesdale (on rail reserve, with permission) • Winbourne Road, Mount Waverley • St Clair Crescent Reserve, Syndal ◇ Engagement with Glen Waverley Traders Association and coordination of maintenance and rewiring of tree lights along Kingsway – completed March 2023 ◇ Continued engagement with the Project Working Groups for the Kingsway Structure Plan, Gateway Retail Strip Upgrade and Suburban Rail Loop project teams relating to Clayton and Glen Waverley retail centres ◇ Support of event series in Glen Waverley, including a daytime family-focused event Fun in Glen Waverley on Saturday 28 April, and a Friday night event on May 13 called Fire and Light, which included neons, music and fun night activations ◇ The Clayton Activity Centre Special Rate and Charge was declared by Council at its meeting on 28 February 2023. Funds will be used to fund a part-time Centre Coordinator, which will assist with marketing, activations and business development ◇ Continued engagement with the traders, stakeholders, past executive and the Pinewood Shopping Village centre coordinator in a bid to help reactivate the Pinewood Village Traders Association (currently has not elected executive to run the financial group) ◇ Completed audit of vacancies in activity centres across Monash.
<p>Progress with the implementation of the Mount Waverley Structure Plan.</p>	<p>Achieved: Officers have resolved the authorisation conditions with the Department of Transport and Planning. Amendment C167, implementation of changes to the planning scheme to assist in the implementation of the Mount Waverley Structure Plan, commenced community consultation on 9 June and is due to conclude on 4 August 2023.</p>

Initiative	Progress
Complete the design for Kingsway Redevelopment.	<p>Progressing: Council has progressed the concept design for the project with a focus on streetscape designs for Coleman Parade and Railway Parade North between Kingsway and Springvale Road. A presentation to the Glen Waverley Steering Committee has been completed. The project is on track for Council to consider the preferred option for community consultation by the end of the calendar year.</p> <p>Delays in completing the design were due to additional engagement with traders and as a result of understanding the impacts and outcomes from the Suburban Rail Loop Authority development that may affect what is proposed.</p>
Progress with the implementation of the <i>Monash Urban Landscape and Canopy Vegetation Strategy</i> .	<p>Achieved: Council is one of two pilot councils in the proposed State Government program. The Department of Transport and Planning is currently briefing the new Minister for Planning on the pilot tree removal planning controls and seeking direction on the pilot and the Monash request for interim controls.</p>
Progress the review of the Monash Planning Scheme (MSS).	<p>Achieved: Council has reviewed the Monash Planning Scheme for its translation to the proposed Planning Policy Framework. Feedback has been provided to the Department of Transport and Planning and Council is currently awaiting the response. The translation is policy neutral and is unlikely to require a Council resolution or public exhibition. It is expected councillors will be briefed on the translation when a final version is received back from the Department of Transport and Planning.</p>
Progress the <i>Monash Affordable Housing Strategy</i> .	<p>Achieved: Council endorsed the draft <i>Monash Affordable Housing Strategy</i> at its June 2023 meeting. Community consultation on the strategy will occur in 2023 prior to final adoption.</p>
Complete the feasibility study of Portman/Station Street Public Realm and Haughton Road.	<p>Progressing: The status of the feasibility studies is as follows:</p> <ul style="list-style-type: none"> ◇ Portman/Station Street: Design consultants have undertaken traffic surveys and analysis and prepared three concept design options for consideration ◇ Haughton Road: Design consultants have undertaken traffic surveys and analysis and proposed revisions to the schematic design for consideration. The schematic design has been presented to the Oakleigh Steering Committee. <p>Proposals for both studies have been shared with Department of Transport and Planning and VicTrack. Council has received verbal feedback on the proposals. The project is dependent on their written feedback and participation prior to reporting back to Council to commence community consultation.</p> <p>The non-completion of this action was caused by delays with appointing the consultant as a result of increased pricing that required further consideration, as well as the consultants undertaking a detailed review of the area and previous work to understand and develop viable outcomes in what is a complex environment with multiple uses and land ownership including private and State Government-owned/controlled land.</p>

Performance of Services Funded in the Budget

Council will support Enhanced Places through ongoing delivery of a range of services including Facilities and Infrastructure, City Planning, Community Amenity, Property and City Design, Strategic Planning and Economic Development, Capital Works and Horticultural Services. The following statement provides information in relation to these services funded in the 2022/23 Budget and the people or sections of the community who are provided the service.

Service	Description of Service	Net Cost	\$000
Facility and Infrastructure Maintenance	<p>The Facilities and Infrastructure Maintenance Department provides a range of maintenance, support and essential services to the community. The services include:</p> <p>FLEET AND OPERATIONS CENTRE MANAGEMENT: light passenger, heavy vehicle and plant procurement, disposal, maintenance and repair, store control and facility management of the Monash Operations Centre.</p> <p>FACILITY MAINTENANCE: building and structures maintenance and renewal, facility programs and facility services including cleaning of Council's buildings, public toilets and barbecues.</p> <p>INFRASTRUCTURE MAINTENANCE: maintains Council's roads and road signs, footpaths, kerb and channels, drainage systems and street furniture, shared fencing, after-hours call-out service and coordinates emergency management support to Council's MEMO (Municipal Emergency Management Officer).</p>	Actual	9,655
		Budget	8,468
		Variance	(1,187)
City Planning	<p>The City Planning Department is the point of contact for residents enquiring about planning applications, building permits and concerns with regard to possible non-compliant building work being undertaken. The department comprises Statutory Planning and Building Services and receives both applications for planning and building permits, as well as other applications for Council's 'consent' relating to varying building regulations. The department is also responsible for ensuring design of sustainable developments, swimming pool and spa registration, buildings and/or structure compliance and safety, as well as investigating potential breaches under the Planning and Building Acts.</p>	Actual	2,467
		Budget	2,255
		Variance	(212)

Service	Description of Service	Net Cost	\$000
Community Amenity	<p>The Community Amenity Department consists of four teams: Community Laws, Public Health, Business Support and Contracts & Strategy.</p> <p>The primary role of these teams is to ensure that regulatory controls are complied with to help Monash residents enjoy amenity, maintain a safe environment and manage issues that may cause a nuisance. The units' specific roles include:</p> <ul style="list-style-type: none"> ◇ Providing for the peace, order and good governance of the municipal district ◇ Promoting a physical and social environment free from hazards to health, in which residents can enjoy a quality of life that meets the general expectations of the community ◇ Preventing and suppressing nuisances which may adversely affect the enjoyment of life or the health, safety and wellbeing of people ◇ Regulating and controlling activities of people which may be dangerous, unsafe or detrimental to the quality of life of other people in, or the amenity or the environment of, Monash ◇ Conducting investigations and undertaking enforcement to address and remedy non-compliance with the Local Law - Community Amenity 3, and other relevant legislation. 	<p>Actual (514)</p> <p>Budget 454</p> <hr/> <p>Variance 968</p>	
Property and City Design	<p>The Property Team provides guidance and support for all matters relating to Council's properties. This includes:</p> <ul style="list-style-type: none"> ◇ Acting as custodian of Council's property portfolio and associated administrative requirements with the Land Registry ◇ Input into facilitation of private and public development on Council land that responds to Council's Community Vision and enhances the economic viability of the area ◇ Conducting feasibilities for potential development of major facilities such as public car parks within activity centres or sports pavilions in reserves ◇ Management of the purchase or sale of Council land to meet the needs of Council's service provision ◇ Provision of advice for management of leases, licences and agreements associated with the use of Council properties. <p>The City Design Team is involved at all scales of city design, including:</p> <ul style="list-style-type: none"> ◇ Contribution to planning for current and future community needs in relation to community services and infrastructure ◇ Design input for the delivery of high-quality public buildings, streetscapes, public spaces and related infrastructure ◇ Development and oversight of city design standards relating to public buildings, streetscapes, public spaces and related infrastructure ◇ Provision of design services and advice (including architectural, urban design, heritage and landscape architectural) to all Council departments. 	<p>Actual 1,959</p> <p>Budget 2,522</p> <hr/> <p>Variance 563</p>	

Service	Description of Service	Net Cost	\$000
Strategic Planning	<p>The Strategic Planning Department is responsible for facilitating and guiding the strategic directions of Monash to foster sustainable economic development, growth and prosperity throughout the municipality. This includes:</p> <ul style="list-style-type: none"> ◇ Facilitating new business investment ◇ Encouraging further growth in activity centres ◇ Advocating for the framework to encourage ongoing infrastructure development and management ◇ Reviewing and formulating policies which achieve the objectives of planning in Victoria and facilitate the development and use of land within the municipality ◇ Identifying, analysing and recommending forward-planning issues ◇ Researching and collating data information, preparing and presenting recommendations and reports ◇ Preparing local planning scheme amendments and providing advice regarding the Victoria Planning Provisions ◇ Preparing submissions for Panel Hearings and Special Advisory Committees as required ◇ Considering requests for planning scheme amendments as required ◇ Considering joint applications for amendments and planning permits as required ◇ Providing advice and support to other Council staff on planning matters ◇ Liaising with consultants, members of the public, government, other councils and organisations, and other divisions of Council ◇ Undertaking special projects as required, and undertaking other duties as directed ◇ Reviewing and updating the Monash Planning Scheme every four years as part of the planning scheme review. 	Actual	807
		Budget	1,031
		Variance	224
Capital Works	<p>The Capital Works Department is responsible for:</p> <ul style="list-style-type: none"> ◇ The delivery of civil infrastructure, building and reserve projects ◇ Leading the delivery of major capital works projects ◇ A key role in the development of Council's annual and long-term Capital Works Program ◇ Planning and delivery of road and footpath renewal and maintenance programs ◇ Certification of subdivision/major private development construction that create assets that will be handed over to Council once completed (e.g. Waverley Park) ◇ Administration of contracts undertaken by the City Services Division ◇ Utility works - coordination of Council asset reinstatement. 	Actual	1,994
		Budget	1,929
		Variance	(65)

Service	Description of Service	Net Cost	\$000
Horticultural Services	<p>The Horticultural Services Department provides a range of services for the maintenance of horticulture and associated assets for Council-managed public land.</p> <p>The department is made up of four service areas:</p> <p>SPORTSGROUND AND GOLF COURSE MAINTENANCE SERVICES: Responsible for the maintenance of Council's sportsgrounds and golf courses. This includes proactive maintenance program and sportsgrounds and golf course capital works</p> <p>PARKS AND GARDENS MAINTENANCE SERVICES: Responsible for the maintenance of Council's ornamental gardens and passive open space areas</p> <p>HERITAGE AND CONSERVATION SERVICES: Responsible for the maintenance of Council's bushland reserves and playspaces. This includes wetlands maintenance, seed collection and propagation, revegetation, minor landscaping works and playspace inspections and maintenance works</p> <p>ARBORICULTURAL SERVICES: Responsible for the management of Council's valued tree population. This includes both proactive and reactive tree inspections and works and the delivery of street tree planting and establishment works.</p>	Actual Budget	16,119 16,777
		Variance	658



Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/Measure	Result				Material Variations
	2020	2021	2022	2023	
Animal Management					
Timeliness					
Time taken to action animal management requests (Average number of days it takes for Council to action animal management-related requests)	1.29	1.57	1.43	1.58	The response time increased by 11 per cent compared to the previous 12-month period. Despite operating with reduced officer levels ranging from 40 per cent to 50 per cent for five months during the 2022/23 year resulting from staff turnover, this is a positive overall performance.
Service Standard					
Animals reclaimed (Percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> reclaimed)	44.44%	32.39%	36.84%	34.20%	While the reclaim rates of dogs has remained consistently high over the past few years, the reclaim rates for cats has not followed the same trend and remains much lower and this continued in 2022/23. The overall reclaim rate for dogs reached 83 per cent, whereas for cats it was only 7.8 per cent.
Animals rehomed (Percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> rehomed)	34.16%	53.31%	54.20%	59.29%	The continuous increase in rehoming rates can be attributed to recent animal welfare reforms that mandate pet shops to acquire animals exclusively from pounds and shelters.
Service cost					
Cost of animal management service (Direct cost of the animal management service per head of population)	\$5.17	\$5.53	\$7.72	\$8.25	In 2022/23, there were minor variations in salaries and other general expenditures. However, the most notable increase was observed in animal pound costs, which continue to rise and is reflective of the trend throughout the industry.


Service/Indicator/Measure	Result				Material Variations
	2020	2021	2022	2023	
Health and Safety					
Animal management prosecutions (Percentage of animal management prosecutions which are successful)	100%	100%	100%	100%	Council continues to achieve a 100 per cent success rate in prosecutions (7 prosecutions). The continued high success rate in prosecutions is reflective of the willingness of people to report incidents that impact wider community safety and amenity, which is complemented by the quality of investigations and enforcement skills within the relevant teams.
Food Safety					
Timeliness					
Time taken to action food complaints (Average number of days it takes for Council to action food complaints received from members of the public about the safety or handling of food for sale)	1.49	1.56	1.24	1.41	Council's average response time increased marginally but remains under the target of 1.5 days.
Service standard					
Food safety assessments (Percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)	100%	90.71%	93.35%	99.71%	Compared to the previous year, there was an increase in the number of class 1 and class 2 food premises that underwent an annual food safety assessment. During 2022, three food premises were not in operation and could not be assessed by an Environmental Health Officer.
Service cost					
Cost of food safety service (Direct cost of the food safety service per food premises registered by Council, or for which Council has received notification, during the financial year)	\$523	\$526	\$538	\$626	The average cost of service has increased primarily due to additional staffing costs and a reduction in premises numbers, potentially resulting from closures related to the pandemic.

Service/Indicator/Measure	Result				Material Variations
	2020	2021	2022	2023	
Health and safety					
Critical and major non-compliance outcome notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	100%	100%	100%	100%	All non-conformances have been followed up and this is consistent over the four-year period.
Statutory Planning					
Timeliness					
Time taken to decide planning applications (Median number of days between receipt of a planning application and a decision on the application)	63	62	66	67	The time taken (gross days) to decide planning applications remains consistent with last year. It remains a good result with continuing improvement to process and procedures, including digitisation to allow the team to function at a high level.
Service Standard					
Planning applications decided within the relevant required time (The percentage of regular and VicSmart planning application decisions made within legislated time frames)	78.92%	83.75%	76.19%	86.8%	A concerted effort has seen our decisions within 60 statutory days increase significantly as compared to last year, and is our best result as compared with the past four reporting years. This continues to be a focus for the team, which continues to attempt to balance decision timing against the quality of outcome. Fluctuating numbers (which have decreased since last year) and complexity of applications can affect this outcome.
Service cost					
Cost of statutory planning service (Direct cost of the statutory planning service per planning application)	\$2,532	\$2,784	\$2,471	\$3,043	The cost of service fluctuates year on year, with application numbers received being the key driver. With a decrease in application numbers and a drop in the number of major applications received, the cost of service has increased.

Service/Indicator/Measure	Result				Material Variations
	2020	2021	2022	2023	
Decision making					
Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT that were not set aside)	51.43%	42.86%	46.84%	41.38%	There has been a drop in this statistic as shown in the table, more comparable to Council's 2022/23 result. While this statistic is based on decisions made by VCAT within the specified period, as opposed to when applications were lodged, PPARS reporting (State Government) shows that a relatively small number of appeals against Council's decisions continue to be lodged at VCAT. In 2021/22, 65 appeals were lodged with VCAT against Council's decisions, with this reduced to 39 in 2022/23. This declining number of appeals lodged is pleasing. Council continues to make decisions consistent with its planning scheme and policies. VCAT decisions are reviewed and examined by officers to inform our decision making. However there are remaining applications where despite the VCAT decision, Council maintains the form and type of development is inappropriate and cannot be supported by Council. We continue to see the trend of plans being substituted at VCAT rather than resolving issues at the application stage.



STRATEGIC OBJECTIVE FOUR: GOOD GOVERNANCE



Monash community members expect 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 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.

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.

Annual Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2022/23 Budget for the year.

Initiative	Progress
<p>Deliver the following 2022/23 funded initiatives from the Digital Strategy:</p> <ul style="list-style-type: none"> a) E-Services Implementation Program b) Digital - Data Analytics Program c) Digital - Integration Platform Commissioning (Middleware) d) Smart City Transition Program. 	<p>Achieved: The following 2022-23 initiatives from the Digital Strategy have been completed:</p> <p>E-SERVICES IMPLEMENTATION PROGRAM: A total of 101 processes have been digitised across three divisions since the E-Services Implementation Program started in 2020/21. In the current year, digitisation of an additional 30 customer experience processes have occurred across the Executive, City Development and Infrastructure and Environment divisions which has resulted in 76 per cent of all applications and licensing requests being submitted online.</p> <p>DIGITAL - DATA ANALYTICS PROGRAM: In the current year we focused on empowering budget owners and teams with the means to track budget variances and financial commitments, benefiting more than 150 users and enhancing financial management across Council. The widespread adoption of Power BI as a self-service reporting, analysis, and visualisation tool significantly improved data-driven decision-making and continuous improvement efforts. Additionally, our commitment to transparency enabled the community to access real-time information on the availability of Council's aquatic facilities, facilitating efficient planning and fostering more robust community engagement throughout the year.</p> <p>SMART CITY TRANSITION PROGRAM: As part of this transformation, we have installed 71 smart stormwater sensors in various locations, encompassing Glen Waverley, Mount Waverley and Clayton. Additionally, progress is well underway, with scoping work completed and installation plans set, for 151 waste bin sensors. Council has also signed the contract to install 16 network gateways, a crucial step towards incorporating 225 smart lights, two grass pollutant trap sensors, five new people-counting sensors, and three new weather stations into our existing pilot program. These initiatives are set to revolutionise how we operate and interact with our environment, ushering in a more connected and intelligent future for the City of Monash.</p> <p>DIGITAL - INTEGRATION PLATFORM COMMISSIONING (MIDDLEWARE): Progress continued in linking different computer systems to work together smoothly. This included linking Leisure Management systems with our Finance system using Microsoft Azure, as well as using the same program to link the Aged Care system and Finance system. Furthermore, we're connecting our service contractors with an Asset Management system using Microsoft Azure. Lastly, we're putting in the final touches to make sure our systems can integrate with Oracle's finance system so we can generate some helpful financial reports using a tool called Power BI. We aim to make all these systems work seamlessly to improve our Council operations.</p>

Initiative	Progress
<p>Upgrade the Electronic Document Management System (EDMS) for the processing of digital information.</p>	<p>Achieved: The key anticipated benefits of upgrading Council's Electronic Document Management System (EDMS) include greater security, reduced storage space, easier retrieval and management of correspondence and documents, and overall enhancements to increase efficiencies across the organisation.</p> <p>A supplier has been awarded the contract and the Cloud Content Manager system implementation is in progress.</p>
<p>Analyse the results of the annual Community Satisfaction Survey and provide recommendations to the Executive Leadership Team for continual improvements to performance.</p>	<p>Achieved: The annual Community Satisfaction Survey was undertaken in February 2023 in a door-knock survey of 800 randomly selected households across Monash. Council has recorded a score of 71.8, an improvement of 1.6 per cent, in overall satisfaction on the previous year's result. The report will be shared with Council, ELT and the community, and recommendations will be made using information from the report to facilitate improvements across the organisation.</p>
<p>Implement the 2022/23 initiatives relative to key action plans including the <i>Strategic Workforce Plan</i> and <i>Gender Equality Action Plan</i>.</p>	<p>Achieved: In accordance with Section 48 of the <i>Local Government Act 2020</i>, the four-year <i>Strategic Workforce Plan</i> was developed and endorsed by the Executive Leadership Team in 2022. All key initiatives for Year 1 have been actioned. All Year 1 key actions of the four-year <i>Gender Equality Action Plan</i> have been undertaken, submitted, and approved by the Gender Equality Commission.</p>



Performance of Services Funded in the Budget

Council will support Good Governance through Executive Leadership, Communications, Customer Experience, Transformation and Innovation, Business Technology, Governance and Legal Services, People and Safety, Finance, Strategic Procurement and Corporate Performance. The following statement provides information in relation to these corporate services funded in the 2022/23 budget and the people or sections of the community who are provided the service.

Service	Description of Service	Net Cost	\$000
Executive Leadership	To lead the organisation in the achievement of outcomes and the provision of a wide range of customer-focused services which are relevant, of high quality and accessible to all residents of Monash.	Actual Budget Variance	2,944 3,320 376
Communications	<p>The Communications Executive Department is responsible for all internal and external communications. This includes:</p> <p>MEDIA RELATIONS: handling media enquiries for the organisation, writing media releases to promote Council projects and services, and seeking proactive media opportunities</p> <p>DIGITAL: managing Council's website as a customer and information channel</p> <p>SOCIAL MEDIA: creating content to promote Council's activities and services and managing interaction with the community via Council's Twitter, Facebook, Instagram and LinkedIn accounts</p> <p>ISSUES MANAGEMENT: advising the organisation and Council on how issues could be managed to minimise reputational risk</p> <p>PUBLICATIONS: production of the <i>Monash Bulletin</i> newsletter, Annual Report and e-newsletters</p> <p>CONSULTATION/ENGAGEMENT: facilitating high levels of community consultation and engagement for Council's projects, initiatives and strategies</p> <p>INTERNAL COMMUNICATION: supporting internal communications across the organisation</p> <p>GRAPHIC DESIGN: design of corporate documents including numerous plans and policy documents, letterheads, business cards, posters and flyers</p> <p>ORGANISING THE ANNUAL SIR JOHN MONASH AWARDS: for outstanding community service and leadership.</p>	Actual Budget Variance	1,772 1,647 (125)

Service	Description of Service	Net Cost	\$000
Customer Experience	<p>The Customer Experience Department is responsible for the following two business units:</p> <p>CUSTOMER EXPERIENCE: is at the forefront of service to the Monash community. The unit's focus is on delivering an efficient and effective first point of contact that meets the needs of the community across two sites</p> <p>MONASH HALLS: manages Council's community facilities across the municipality which are used by a variety of community groups, private and commercial hirers.</p>	<p>Actual 3,100</p> <p>Budget 2,981</p> <hr/> <p>Variance (119)</p>	<p>3,100</p> <p>2,981</p> <hr/> <p>(119)</p>
Transformation and Innovation	<p>The Transformation and Innovation Department drives organisational change and develops innovative solutions to improve service delivery, increase efficiency, and enhance Council's overall performance. The department is also responsible for managing and securing Council's IT infrastructure and ensuring we are well-positioned to meet the evolving needs of our customers.</p> <p>The key services and activities of the departments include:</p> <p>PROJECT MANAGEMENT: planning, coordinating and executing digital transformation and technology projects that prioritise better customer experiences and reimagine how we work</p> <p>CHANGE MANAGEMENT: responsible for managing all aspects of transformation and technology projects changes, and prioritising change requests, assessing their impact, and accepting or rejecting changes</p> <p>BUSINESS ANALYSIS: applying various analysis techniques and methods to elicit and document current and future states, defining their business processes, and then communicating those processes to the business area that needs them</p> <p>INFRASTRUCTURE, NETWORK AND SECURITY: managing and maintaining all the "behind the scenes" IT Infrastructure technology and security, so information, applications and the internet are accessible and secure</p> <p>DATA ANALYTICS AND REPORTING: strengthening our data capabilities and utilising our information to enable better strategic decision-making</p> <p>INTEGRATION SERVICES: connecting our corporate applications with Azure middleware technology to allow easy and efficient information flow between different software platforms and devices.</p>	<p>Actual 1,341</p> <p>Budget 923</p> <hr/> <p>Variance (418)</p>	<p>1,341</p> <p>923</p> <hr/> <p>(418)</p>

Service	Description of Service	Net Cost	\$000
Business Technology	<p>The Business Technology Department (BT) is responsible for ensuring that the organisation has the technological, communication and records management tools to enable the effective operation of Council business and community services. This includes:</p> <ul style="list-style-type: none"> ◇ BT Hardware procurement, maintenance and support ◇ Maintenance of an effective BT disaster recovery system ◇ Applications support and development ◇ Information management i.e. managing records to meet operational business needs, accountability requirements and community expectations. 	Actual Budget <hr/> Variance	9,225 8,080 <hr/> (1,145)
Governance and Legal	<p>The Governance and Legal Department is responsible for the following services:</p> <p>GOVERNANCE: promotes Good Governance by Design. The aim is to ensure that good governance is 'Embedded in Monash's DNA'. This involves a broad range of responsibilities, including, but not limited to, championing the adherence to the requirements of the Local Government Acts (1989 and 2020); Freedom of Information; maintaining a register and oversight of policies and procedures; managing Council business, (i.e. Council agendas and minutes), the Complaints Officer function under Council's Complaints Policy, and support to the Mayor and Councillors, such as the planning and management of civic events and mayoral functions, and management of the Councillor Action Requests (CARs) system.</p> <p>INSURANCE AND CLAIMS: champions Council's mitigation of risks via insurance, as well as managing claims and insurance renewals</p> <p>LEGAL SUPPORT: champions a risk-based approach to ensuring that Council meets its legal obligations. This involves, but is not limited to, managing Council's panel of legal service providers; assisting staff with support around legal-related issues; oversight of the Council's CCTV Policy; promoting Public Transparency; delegations and authorisations; the Privacy Officer, Internal Review Officer, and Councillor Conduct Officer roles; and championing the Complex and Unreasonable Customer Behaviour Procedure, including directly managing escalated unreasonable customer conduct where required</p> <p>OPERATIONS: ensures that the Civic Centre and the adjacent office space occupied by Council staff at 295 Springvale Road functions effectively. Key responsibilities include, but are not limited to, managing the meeting room and vehicle booking systems, consumables, office equipment purchases and catering. The service also manages the citizenship ceremonies which Council runs on behalf of the Federal Government.</p>	Actual Budget <hr/> Variance	6,521 5,776 <hr/> (745)

Service	Description of Service	Net Cost	\$000
People and Safety	<p>The People and Safety Executive Department is responsible for supporting the capability and engagement of the organisation's workforce, as well as providing operational and strategic policies, procedures, programs and providing both generalist and specialist advice and support to achieve organisational objectives and legislative compliance. This includes:</p> <p>PEOPLE ADVISORY: responsible for providing end-to-end operational support across all stages of the employee lifecycle, as well as providing generalist HR advice, attraction and recruitment, onboarding and offboarding, probation, probity, remuneration benchmarking and workforce analytics and reporting</p> <p>SAFETY AND WELLBEING: responsible for implementing and managing processes and practices to ensure legislative compliance, physical and psychological workforce safety and wellbeing, risk management, injury management, return to work program, safety audit requirements and provision of specialist advice</p> <p>WORKPLACE RELATIONS: responsible for the management of employee and industrial relations, the end-to-end management and negotiation of the enterprise agreement, risk management, legislative change and compliance, management of trade union relationships, employee contract framework, People & Safety policy, and procedure framework</p> <p>DIVERSITY AND INCLUSION: responsible for supporting diversity, inclusion and gender equity across the organisation by designing, implementing and managing workforce-facing strategic projects such as the <i>Gender Equality Action Plan</i> and <i>Workforce Plan</i>, engaging across key committees and initiatives in Council plans, such as <i>LGBTIQA+ Action Plan</i>, <i>Monash Health and Wellbeing Plan</i>, <i>Reconciliation Action Plan</i> and <i>Free From Violence</i> project.</p> <p>LEARNING AND ORGANISATIONAL DEVELOPMENT: responsible for the design and implementation of organisation strategies focusing on development, learning, performance, and culture, including employee engagement, Monash Learning Academy, reward and recognition and induction.</p>	Actual Budget Variance	2,657 2,491 (166)



Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/Measure	Results				Material Variations
	2020	2021	2022	2023	
Governance					
Transparency					
Council decisions made at meetings closed to the public (Percentage of Council resolutions made at a meeting of Council, or at a meeting of a delegated committee consisting only of councillors, closed to the public under section 66(1) of the Act)	8.85%	5.98%	5.32%	3.60%	The result of 3.6 per cent is lower than the previous reporting period and is consistent with Council's commitment to transparency.
Consultation and engagement					
Satisfaction with community consultation and engagement (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	73	70	68	72	Satisfaction with Council's community consultation and engagement increased measurably this year, up 5.3 per cent to 71.7. This result was consistent with the long-term average satisfaction since 2016 of 71.9 and has recovered approximately half of the ground lost over the previous two years.
Attendance					
Councillor attendance at council meetings (Percentage of attendance at Council meetings by councillors)	90.34%	99.35%	89.51%	93.51%	The result of 93.5 per cent represents a notable improvement compared to the previous year.
Service Cost					
Cost of elected representation (Direct cost of delivering Council's governance service per councillor)	\$45,979	\$44,375	\$47,621	\$49,251	The increase is due to increases in costs, including annual adjustments to allowances determined by the Victorian Independent Remuneration Tribunal.
Satisfaction					
Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community)	74	71	68	72	Satisfaction with Council's performance making decisions in the interests of the community increased measurably this year, up 4.7 per cent to 71.5. This result recovered approximately half of the decline recorded over the past two years and was consistent with the long-term average satisfaction since 2016 of 71.8.

RETIRED SERVICE PERFORMANCE INDICATORS

Retired Measure Service/Indicator/Measure	Results 2018	Results 2019	Results 2020
Animal management			
Health and safety			
Animal management prosecutions	12	6	Retired in 2020
(Number of successful animal management prosecutions)			
Efficiency			
Revenue level			
Average residential rate per residential property assessment	\$1,379.46	\$1,427.92	Retired in 2020
(Residential rate revenue / Number of residential property assessments)			
Obligations			
Asset renewal			
Asset renewal compared to depreciation	104.90%	109.85%	Retired in 2020
(Asset renewal expense / Asset depreciation x 100)			



SECTION FIVE

OFFICIAL
STATEMENTS



PERFORMANCE STATEMENT

For the Year Ended 30 June 2023

Description of municipality

The City of Monash is a culturally diverse community in Melbourne's south eastern suburbs, between 13 and 24 kilometres south-east of Melbourne's Central Business District.

Our City covers 81.5 square kilometres and includes the suburbs of Ashwood, Clayton, Glen Waverley, Hughesdale, Huntingdale, Mount Waverley, Mulgrave, Notting Hill, Oakleigh, Oakleigh East, and Wheelers Hill. Parts of Chadstone, Burwood and Oakleigh South are also included in Monash.

Monash is one of Melbourne's most populous municipalities, with an estimated residential population of 194,707 people living in more than 76,177 dwellings. Over the past two years, the population in Monash has declined by 2.9 per cent, likely as a result of the pandemic with a large portion of international students who resided in the municipality going back home with most returning for the commencement of 2023 tertiary year.

Monash is regarded as a cosmopolitan city with a multicultural population. Monash has 52 per cent of residents speaking a language other than English at home and 50 per cent of our residents were born overseas, having come from more than 100 different countries.

In keeping with the State Government's cap on rate increases, rate revenue was increased by 2.51 per cent (comprising the 1.75 per cent rate cap with 0.76 per cent supplementary rate growth). By controlling costs over many years, rates have been kept low. In the 2021/22 year, the average-rate per property in Monash was \$1,559, compared with the state-wide average of \$1,832 and similar council average of \$1,851. In 2022/23, the average rate per property in Monash was \$1,610.

Overview of 2022/23

Council operations resumed to full levels during the 2022/23 year following the extended lockdown restrictions in Victoria during the first half of the 2021/22 financial year.

The economic pressures faced in 2022/23 continue to impact and add pressure on Council's budget. Inflationary pressures saw some significant cost escalations for both operational and capital commitments in addition to supply chain shortages and delays. However, Council has financially managed to deliver high-quality services through innovative means and modernising the delivery of services, events and programs.

Government grants at both State and Federal levels continued to support Council operations to fund some major capital projects and programs. Council's largest year-to-date Capital Works Program was still impacted by increased tender prices awarded on a number of construction projects and combined with resourcing constraints. Council's user-pay services have slowly returned to normal levels, indicating some confidence within the community to return to Council facilities.



Sustainable Capacity Indicators

For the Year Ended 30 June 2023

Indicator/Measure	Results				Material Variations and Comments
	2020	2021	2022	2023	
Population					
C1 Expenses per head of population (Total expenses / Municipal population)	\$901.05	\$892.45	\$1,002.92	\$1,092.72	The ratio has increased by 8.95 per cent from 2021/22. Employee costs increased by 6.29 per cent. The increase includes additional 4.2 FTE positions, temporary appointment of staffing resources and increase in the Superannuation Guarantee Levy (SGL) from a mandatory 10.0 per cent to 10.5 per cent. Material and Services increased; Waste management costs increased by \$1.38 million, due to higher garbage collection and disposal costs in green waste due to the food organics initiative; Building and general maintenance increased by \$0.8 million to accommodate routine and reactive works that arose post-pandemic restrictions; Utilities costs increased by \$1 million due to all Council facilities resuming normal operations and General Administration is higher by \$1.24 million due to increased program costs as services resume full activity. Population decreased by 1.68 per cent. A result of \$1,092.72 again indicates Council is on the lower end of the expenses per head of municipal population.
C2 Infrastructure per head of Population (Value of infrastructure / Municipal Population)	\$4,580.41	\$4,788.89	\$5,114.18	\$5,695.93	The increase of 11.38 per cent primarily relates to a higher capital works expenditure program although municipal population decreased over the 12-month period by 1.68 per cent impacting the final result.
C3 Population density per length of road (Municipal population / Kilometres of local roads)	268.49	266.84	257.79	253.52	A slight decrease due to the decline in the municipal population. Although the trend has seen a reduction in recent years, the longer-term expectation is a higher ratio as population numbers increase.

Indicator/Measure	Results				Material Variations and Comments
	2020	2021	2022	2023	
Own-source revenue C4 Own-source revenue per head of population [Own-source revenue / Municipal population]	\$787.47	\$689.50	\$838.19	\$921.50	Own-source revenue in 2022/23 increased by 7.51 per cent. Statutory Fees and Fines increased compared to 2021/22. Income from parking fines increased by \$1.4 million, this is partly due to the previous year impacts of the COVID-19 restrictions. User fees increased by \$7.2 million as Council services and Leisure and aquatic facilities returned to full capacity. Municipal population decreased by 1.68 per cent, which has also contributed to the \$921.50 result measure or 9.94 per cent increase.
Recurrent grants C5 Recurrent grants per head of population (Recurrent grants / Municipal population)	\$99.08	\$103.22	\$114.13	\$99.08	This ratio decreased by 3.13 per cent over 2021/22 levels with an overall decrease in recurrent grant income of \$0.32 million. This is mainly due to reduction in General Home Care funding. Municipal population reduced by 1.68 per cent which has resulted in a ratio decrease to \$113.56 which has also contributed to the \$117.69 result.
Disadvantage C6 Relative socio-economic disadvantage (Index of Relative Socio-economic Disadvantage by decile)	9	9	9	9	The City of Monash is ranked in the top 10 per cent on the SEIFA index, suggesting low levels of disadvantage.

Indicator/Measure	Results				Material Variations and Comments
	2020	2021	2022	2023	
Workforce turnover					
C7 Resignations and terminations compared to average staff	9.29%	11.93%	17.16%	15.67%	Council experienced 119 x terminations of permanent employees within 2022/23. This equates to 20 x less terminations than the previous financial year (2021/22).
(Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year) x 100					Of our 119 x permanent terminations, 111 were voluntary (resignation or retirement). This represents a decrease of 11 x less voluntary terminations than the previous financial year. As the organisation has transitioned further into a post-COVID-19 environment, turnover of permanent employees has reduced.

Definitions

"Adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above.

"Infrastructure" means non-current property, plant and equipment excluding land.

"Local road" means a sealed or unsealed road for which the Council is the responsible road authority under the *Road Management Act 2004*.

"Population" means the resident population estimated by Council.

"Own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).

"Relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA.

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website.

"Unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance Indicators

For the Year Ended 30 June 2023

Service/Indicator/ Measure	Results				Material Variations and Comments
	2020	2021	2022	2023	
Aquatic facilities Utilisation AF6 Utilisation of aquatic facilities (Number of visits to aquatic facilities/ Population)	5.13	2.70	3.82	5.15	Total attendances up by more than 32 per cent (continued recovery from COVID-19) and are projected to grow similarly into 2023/24.
Animal management Health and safety AM7 Animal management prosecutions (Number of successful animal management prosecutions/Total number of animal management prosecutions) x 100	100%	100%	100%	100%	Council continues to achieve a 100 per cent success rate in prosecutions (seven prosecutions). The continued high success rate in prosecutions is reflective of the willingness of people to report incidents that impact wider community safety and amenity, which is complemented by the quality of investigations and enforcement skills within the relevant teams.
Food safety Health and safety FS4 Critical and major non-compliance outcome notifications (Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up/ Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises) x 100	100%	100%	100%	100%	All non-conformances have been followed up and this is consistent over the four-year period.

Service/Indicator/ Measure	Results				Material Variations and Comments
	2020	2021	2022	2023	
Governance					
Satisfaction	74	71	68	72	Satisfaction with Council's performance making decisions in the interests of the community increased measurably this year, up 4.7 per cent to 71.5. This result recovered approximately half of the decline recorded over the past two years and was consistent with the long-term average satisfaction since 2016 of 71.8.
G5 Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community)					
Libraries					
Participation	16.28%	14.21%	12.58%	11.01%	Fall in active borrowers is less than the fall in municipal population. However, borrowers who are active are borrowing more items reflecting the increase in new stock and a refresh of the internal collection development policy which better reflects borrower needs.
LB4 Active library borrowers in municipality (The sum of the number of active library borrowers in the last 3 financial years*/ The sum of the population in the last 3 financial years*) x 100					
Maternal and child health					
Participation	77.22%	76.46%	74.54%	76.41%	Increase in participation in Maternal and Child Health service. This is in response to the Department of Health COVID-19 funding, which was used by the Monash Maternal and Child Health service to employ a Maternal and Child Health Nurse, on a contract. This nurse engaged with clients who missed their Key Age and Stage appointments during the pandemic. This funding was also used to increase capacity of the Maternal and Child Health service to see clients for regular Key Age and Stage (KAS) visits. Outreach Maternal and Child Health service to kindergartens and childcare centres also resumed offering alternative engagement methods to support working families.
MC4 Participation in the MCH service (Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service) x 100					

Service/Indicator/ Measure	Results				Material Variations and Comments
	2020	2021	2022	2023	
Maternal and child health Participation MC4 Participation in the MCH service (Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service) x 100	82.72%	79.38%	75.89%	88.98%	Participation in the Maternal and Child Health service by Aboriginal children increased significantly this year (53 compared to 42 in the previous year). Much work has been undertaken at the MCH centre level to create a culturally-safe and inviting space for all. This has included having culturally appropriate books, posters, toys, rugs etc within each office. The MCH staff continue to undertake cultural competency training. Staff are supported to ask all families if the wish to identify and have the knowledge to discuss, with family opportunities and supports available.
Roads Satisfaction R5 Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)	76	75	72	75	The annual satisfaction with the Council's sealed local road measure has shown a notable improvement this year, with a rise from 72 to 75, an increment of 4 per cent. This increase signifies a positive trend and reflects the Council's efforts in addressing road-related concerns and enhancing the overall road quality. It is encouraging to witness the community's growing satisfaction, which demonstrates the effectiveness of our ongoing initiatives. However, we must remain committed and ensure that this positive trajectory continues in the future. By maintaining our focus on road maintenance and implementing community-driven strategies, we can strive to provide an even better experience for our residents and reinforce their satisfaction with the sealed local road network.

Service/Indicator/ Measure	Results				Material Variations and Comments
	2020	2021	2022	2023	
Statutory Planning					
Decision making SP4 Council planning decisions upheld at VCAT (Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications) x 100	51.43%	42.86%	46.84%	41.38%	There has been a drop in this statistic as shown in the table, more comparable to Council's 2022/23 result. While this statistic is based on decisions made by VCAT within the specified period, as opposed to when applications were lodged, PPARS reporting (State Government) shows that a relatively small number of appeals against Council's decisions continue to be lodged at VCAT. In 2021/22, 65 appeals were lodged with VCAT against Council's decision with this reduced to 39 in 2022/23. This declining number of appeals lodged is pleasing. Council continues to make decisions consistent with its planning scheme and policies. VCAT decisions are reviewed and examined by officers to inform our decision-making. However there are remaining applications where despite the VCAT decision, Council maintains the form and type of development is inappropriate and cannot be supported by Council. We continue to see the trend of plans being substituted at VCAT rather than resolving issues at the application stage.
Waste Collection					
Waste diversion WC5 Kerbside collection waste diverted from landfill (Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins) x 100	52.33%	56.41%	55.88%	68.32%	The diversion rates from landfill have increased this period due to the diversion of food waste to compost, following the introduction of the Food Organics Garden Organics program and change in bin collection from weekly to fortnightly.





Definitions

"Aboriginal child" means a child who is an Aboriginal person.

"Aboriginal person" has the same meaning as in the *Aboriginal Heritage Act 2006*.

"Active library borrower" means a member of a library who has borrowed a book from the library.

"Annual report" means an annual report prepared by a council under section 98 of the Act.

"Class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act.

"Class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act.

"Critical non-compliance outcome notification" means a notification received by Council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health.

"Food premises" has the same meaning as in the *Food Act 1984*.

"Local road" means a sealed or unsealed road for which the Council is the responsible road authority under the *Road Management Act 2004*.

"Major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken.

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age.

"Population" means the resident population estimated by the Australian Bureau of Statistics.

Dimension/ Indicator/Measure	Results					Forecast					Material Variations and Comments
	2020	2021	2022	2023	2024	2025	2026	2027			
Loans and borrowings O3 Loans and borrowings repayments compared to rates (Interest and principal repayments on interest bearing loans and borrowings / Rate revenue) x 100	0.00%	0.00%	0.00%	0.00%	20.5%	25.1%	19.2%	0.0%	0.0%	Council achieved a debt-free status as at 30 June 2015. Future year budgets have included funding options for working capital depending on cashflow requirements which may be drawn down with the intention of repayment by financial year-end. Allowance in forecasts have been included for this possibility. Borrowings for various capital works projects will be considered and decided upon by Council at the appropriate time.	
Obligations Indebtedness O4 Non-current liabilities compared to own source revenue (Non-current liabilities / Own-source revenue) x 100	7.3%	7.4%	5.6%	5.7%	5.6%	4.8%	4.0%	3.3%	The 2022/23 ratio compared to the prior year is slightly higher by 1.66 per cent, whilst non-current liabilities have increased by \$0.92 million, the own-source revenue in 2022/23 increased by 7.51 per cent. Statutory Fees and Fines increased compared to 2021/22 with parking fines higher by \$1.4 million which is partly due to the previous year impacts of the COVID-19 lockdowns. User fees increased by \$7.2 million as leisure, aquatic and other Council facilities returned to full capacity. The trend is indicating a drop due to a forecast reduction in non-current obligations.		

Dimension/ Indicator/Measure	Results					Forecast			Material Variations and Comments
	2020	2021	2022	2023	2024	2025	2026	2027	
Asset renewal and upgrade O5 Asset renewal and upgrade compared to depreciation (Asset renewal and upgrade expenses/Asset depreciation) x 100	178.2%	138.6%	148.4%	201.1%	273.8%	171.8%	132.1%	132.7%	This ratio has increased by 36 per cent on the prior year due to higher renewal and upgrade expenditure undertaken compared to asset depreciation. Council is still meeting its renewal targets and the 201.1 per cent ratio confirms existing high level asset renewal and upgrade expenditure. This is forecast to continue into the next financial year with again another large capital works program expected. Outer years forecast more moderate levels of capital works expenditure.
Operating position Adjusted underlying result OP1 Adjusted underlying surplus (or deficit) (Adjusted underlying surplus {deficit} / Adjusted underlying revenue) x 100	4.68%	-0.73%	1.11%	-0.49%	0.1%	1.2%	3.0%	4.2%	The 2022/23 adjusted underlying surplus ratio decreased by 144 per cent. Despite recording higher revenue compared with 2021/22, expenditure increased by 6.67 per cent due to higher employee costs, materials and services cost and depreciation have also contributed to a reduction in the adjusted underlying surplus in 2022/23. Future years' projections are expected to improve with anticipated income levels and underlying results.

Dimension/ Indicator/Measure	Results					Forecast			Material Variations and Comments
	2020	2021	2022	2023	2024	2025	2026	2027	
Stability									
Rates concentration S1 Rates compared to adjusted underlying revenue (Rate revenue / Adjusted underlying revenue) x 100	65.5%	65.2%	67.8%	66.06%	66.4%	66.2%	65.4%	65.2%	The trend reflects an increase in rate revenue by 2.7 per cent, income from parking fines by \$1.4 million, which is partly due to the previous year impacts of the COVID-19 restrictions. User fees increased by \$7.2 million as leisure, aquatic and other Council facilities returned to full capacity, which has resulted in a ratio decrease to 66.06 per cent. The future trend will be steady and in line with State Government projected increases in rates and charges.
Rates effort S2 Rates compared to property values (Rate revenue / Capital improved value of rateable properties in the municipality) x 100	0.16%	0.14%	0.16%	0.14%	0.17%	0.18%	0.18%	0.19%	The variance reflects Council's overall rate revenue increase (2.7 per cent) compared to the value of all properties in Monash which increased by an average 13.5 per cent with the 2022/23 revaluation. The trend is showing a steady increase based on State Government estimated increases in rates and charges and an average estimate on capital improved values as property value fluctuations are dependent on economic and market movement.

Definitions

"Adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above.

"Adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure.

"Asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.

"Current assets" has the same meaning as in the AAS.

"Current liabilities" has the same meaning as in the AAS.

"Non-current assets" means all assets other than current assets.

"Non-current liabilities" means all liabilities other than current liabilities.

"Non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan.

"Own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).

"Population" means the resident population estimated by the Australian Bureau of Statistics.

"Rate revenue" means revenue from general rates, municipal charges, service rates and service charges.

"Recurrent grant" means a grant other than a non-recurrent grant.

"Residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties.

"Restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.

"Unrestricted cash" means all cash and cash equivalents other than restricted cash.





OTHER INFORMATION

For the year ended 30 June 2023

1. Basis of preparation

Council is required to prepare and include a performance statement within its Annual Report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its 2023/24 Adopted Budget on 30 May 2023 and which forms part of the Council Plan. The Adopted Budget 2023/24 includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Adopted Budget 2023/24 can be accessed online through the Monash City Council website.



CERTIFICATION OF THE PERFORMANCE STATEMENT

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



DANIEL WAIN (CPA)
Principal Accounting Officer

Dated: 11 October 2023

In our opinion, the accompanying performance statement of Monash City Council for the year ended 30 June 2023 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



TINA SAMARDZUA
Mayor

Dated: 11 October 2023



NICKY LUO
Deputy Mayor

Dated: 11 October 2023



Dr Andi Diamond
Chief Executive Officer

Dated: 11 October 2023

Independent Auditor's Report

To the Councillors of Monash City Council

Opinion	<p>I have audited the accompanying performance statement of Monash City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2023 • overview of 2022/23 • sustainable capacity indicators for the year ended 30 June 2023 • service performance indicators for the year ended 30 June 2023 • financial performance indicators for the year ended 30 June 2023 • other information and • certification of the performance statement.
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In my opinion, the performance statement of Monash City Council in respect of the year ended 30 June 2023 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020*.

Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
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Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>
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**Auditor's
responsibilities
for the audit of
the performance
statement**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
18 October 2023



Travis Derricott
as delegate for the Auditor-General of Victoria



SECTION SIX

FINANCIALS



FINANCIALS CONTENTS

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CERTIFICATION OF THE FINANCIAL STATEMENTS

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Principal Accounting Officer

Daniel Wain CPA

Dated: 11 October 2023

In our opinion, the accompanying financial report presents fairly the financial transactions of Monash City Council for the year ended 30 June 2023 and the financial position of the Council as of that date.

As at the date of signing, we are not aware of any circumstance that would render any particulars in the financial report to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



Tina Samardzja
Mayor



Nicky Luo
Deputy Mayor



Dr Andi Diamond
Chief Executive Officer

Dated: 11 October 2023

Independent Auditor's Report

To the Councillors of Monash City Council

Opinion	<p>I have audited the financial report of Monash City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2023 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2023 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



COMPREHENSIVE INCOME STATEMENT

For the Year Ended 30 June 2023

	Note	2023 \$'000	2022 \$'000
Income/Revenue			
Rates & Charges	3.1	139,863	136,058
Statutory Fees & Fines	3.2	11,261	9,932
User Fees	3.3	24,750	17,532
Grants - Operating	3.4	24,155	22,630
Grants - Capital	3.4	17,072	12,328
Contributions - monetary	3.5	7,315	11,078
Contributions - non-monetary	3.5	616	4,783
Net (loss)/gain on disposal of Property, Infrastructure, Plant & Equipment	3.6	198	568
Share of net profit/(loss) of joint operation accounted for by the equity method	6.3	(381)	328
Other Income	3.7	3,732	1,527
Total Income/Revenue		228,581	216,764
Expenses			
Employee Costs	4.1(a)	90,551	84,853
Materials and Services	4.2	84,475	79,240
Depreciation	4.3	32,658	30,347
Amortisation - Intangible Assets	4.4	2,551	1,573
Amortisation - Right-of-Use Assets	4.5	1,658	1,670
Finance Costs - Leases	4.6	136	161
Other Expenses	4.7	731	714
Total Expenses		212,760	198,558
Surplus/(deficit) for the year		15,821	18,206
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net Asset revaluation increment	9.1 (a)	59,042	261,448
Total Other Comprehensive Income		59,042	261,448
Total Comprehensive result		74,863	279,654

The above Comprehensive Income Statement should be read in conjunction with the accompanying notes.

BALANCE SHEET

As at 30 June 2023

	Note	2023 \$'000	2022 \$'000
ASSETS			
Current Assets			
Cash & Cash Equivalents	5.1(a)	73,352	52,879
Trade & Other Receivables	5.1(c)	16,994	17,063
Other Financial Assets	5.1(b)	3,569	31,569
Prepayments	5.2(a)	715	575
Non-Current Assets Classified as held for sale	6.1	6,315	2,905
Other Assets	5.2 (a)	6,067	719
Total Current Assets		107,012	105,710
Non-Current Assets			
Property, Infrastructure, Plant & Equipment	6.2	3,719,269	3,626,777
Right-of-Use Assets	5.7	6,610	6,045
Intangible Assets	5.2	9,985	9,356
Other Non-Current Assets		711	727
Investments in joint arrangement accounted for using the equity method	6.3	217	444
Total Non-Current Assets		3,736,792	3,643,349
TOTAL ASSETS		3,843,804	3,749,059
LIABILITIES			
Current Liabilities			
Trade & Other Payables	5.3(a)	32,689	17,577
Trust Funds & Deposits	5.3(b)	16,247	14,783
Unearned Income/revenue	5.3(c)	6,701	4,302
Provisions	5.4	20,689	20,654
Lease Liabilities	5.7	1,467	1,518
Total Current Liabilities		77,793	58,834
Non-Current Liabilities			
Provisions	5.4	1,470	1,347
Liabilities in joint arrangement accounted for using the equity method	6.3	3,479	3,325
Lease Liabilities	5.7	5,297	4,650
Total Non-Current Liabilities		10,246	9,322
TOTAL LIABILITIES		88,039	68,156
NET ASSETS		3,755,765	3,680,903
EQUITY			
Accumulated Surplus		1,055,433	1,035,811
Reserves	9.1	2,700,332	2,645,092
TOTAL EQUITY		3,755,765	3,680,903

The above Balance Sheet should be read in conjunction with the accompanying notes.

STATEMENT OF CHANGES IN EQUITY

For the Year Ended 30 June 2023

	Note	Total 2023	Accumulated Surplus 2023	Asset Revaluation Reserve 2023	Other Reserves 2023	Total 2022	Accumulated Surplus 2022	Asset Revaluation Reserve 2022	Other Reserves 2022
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at beginning of the Financial Year		3,680,902	1,035,811	2,612,548	32,543	3,401,248	1,018,394	2,351,100	31,754
Surplus for the year		15,821	15,821	-	-	18,206	18,206	-	-
Net Asset revaluation increment / (decrement)	9.1	59,042	-	59,042	-	261,448	-	261,448	-
Transfers from Reserves	9.1	-	10,005	-	(10,005)	-	6,226	-	(6,226)
Transfers to Reserves	9.1	-	(6,204)	-	6,204	-	(7,015)	-	7,015
Balance at End of the Financial Year		3,755,765	1,055,433	2,671,590	28,742	3,680,902	1,035,811	2,612,548	32,543

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

STATEMENT OF CASH FLOWS

For the Year Ended 30 June 2023

	Note	2023 Inflows/ (Outflows) \$'000	2022 Inflows/ (Outflows) \$'000
Cash Flows from Operating Activities			
Rates and Charges		140,743	135,312
Statutory Fees and Fines		11,261	9,932
User Fees		25,456	15,878
Grants - Operating		22,706	24,019
Grants - Capital		14,569	8,812
Contributions - Monetary		7,315	11,078
Interest Received		2,441	383
Trusts and Refundable Deposits Taken		2,026	2,057
Other Receipts		711	968
Net GST Refund		12,454	9,558
Employee Costs		(96,593)	(88,156)
Materials and Services		(91,985)	(90,943)
Trusts and Refundable Deposits Repaid		(508)	(702)
Other Payments		(731)	(713)
Net cash provided by operating activities	9.2	49,865	37,483
Cash Flows from Investing Activities			
Net Proceeds/(payments) on Investment		28,000	16,076
Payments for Acquisition of Property, Infrastructure, Plant and Equipment		(56,206)	(41,122)
Proceeds from Sale of Property, Infrastructure, Plant and Equipment		577	27
Net cash used by Investing activities		(27,629)	(25,019)
Cash Flows from financing Activities			
Interest paid-lease liability		(136)	(161)
Repayment of lease liabilities		(1,627)	(1,645)
Net cash used by financing activities		(1,763)	(1,806)
Net (decrease) increase in cash and cash equivalents		20,473	10,658
Cash and cash equivalents at the beginning of the financial year		52,879	42,221
Cash and cash equivalents at the end of the financial year	5.1 (a)	73,352	52,879

Financing arrangements

5.5

Restrictions on cash assets

5.1

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

STATEMENT OF CAPITAL WORKS

For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
Property		
Land Improvements	459	55
Buildings and Building Improvements	21,805	9,662
Total property	22,264	9,717
Plant and equipment		
Plant, machinery and equipment	2,180	3,178
Fixtures, fittings and furniture	584	1,025
Computers and telecommunications	4,577	6,174
Library books	1,359	1,361
Total plant and equipment	8,700	11,738
Infrastructure		
Roads	11,964	7,912
Bridges	444	19
Footpaths and Cycleways	5,412	6,553
Drainage	4,085	1,387
Recreational, Leisure and Community Facilities	16,354	8,625
Waste Management	146	134
Parks, Open Space and Streetscapes	3,271	3,791
Off-street Car Parks	234	455
Other Infrastructure	818	204
Total Infrastructure	42,728	29,080
Total capital works expenditure	73,692	50,535
Less transferred to operating as unable to capitalise from work in progress	(1,243)	(3,739)
Adjusted Balance of Capital Works Expenditure	72,449	46,796
Represented by:		
New asset expenditure	5,174	3,548
Asset renewal expenditure	60,533	41,512
Asset expansion expenditure	2,841	1,948
Asset upgrade expenditure	5,144	3,527
Total capital works expenditure	73,692	50,535
Less transferred to operating as unable to capitalise from work in progress	(1,243)	(3,739)
Adjusted Balance of Capital Works Expenditure	72,449	46,796

The above Statement of Capital Works should be read in conjunction with the accompanying notes.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

NOTE 1 OVERVIEW

INTRODUCTION

The City of Monash was established by an Order of the Governor in Council on December 1994 and is a body corporate. The Council's main office is located at 293 Springvale Road, Glen Waverley, Victoria.

STATEMENT OF COMPLIANCE

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

SIGNIFICANT ACCOUNTING POLICIES

1.1 Basis of Accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

Judgements, estimates and assumptions are required to be made about the carrying

values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- ◇ The fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- ◇ The determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- ◇ The determination of employee provisions (refer to Note 5.4)
- ◇ The determination of landfill provisions (refer to Note 6.3)
- ◇ The determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

NOTE 1 OVERVIEW (Cont'd)

SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

1.1 Basis of Accounting (Cont'd)

- ◇ The determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.7)
- ◇ Whether or not AASB 1059 Service Concession Arrangements: Grantors is applicable
- ◇ Other areas requiring judgements.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior

year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 2 ANALYSIS OF OUR RESULTS

2.1 Performance Against Budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold greater than 10 per cent and \$1,000,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The budget figures detailed below are those adopted by Council on 28th June 2022. The budget was based on assumptions that were relevant at the time of adoption of the budget. Council set guidelines and parameters for revenue and expense targets in this budget in order to meet Council's business plan and financial performance targets for both the short and long-term. The budget did not reflect expected changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

2.1.1 Income/Revenue and Expenditure

	Budget 2023 \$'000	Actual 2023 \$'000	Variance 2023 \$'000	Variance 2023 %	Ref
Income/Revenue					
Rates and Charges	140,074	139,863	(211)	(0.2%)	
Statutory Fees and Fines	10,276	11,261	985	9.6%	
User Fees	24,844	24,750	(94)	(0.4%)	
Contributions - Monetary	11,034	7,315	(3,719)	(33.7%)	1
Contributions - Non-monetary	-	616	616	(100.0%)	2
Grants - Operating (Recurrent)	20,192	22,090	1,898	9.4%	3
Grants - Operating (Non-recurrent)	210	2,065	1,855	883.3%	4
Grants - Capital (Recurrent)	829	827	(2)	(0.2%)	
Grants - Capital (Non-recurrent)	16,104	16,245	141	0.9%	
Other Revenue	1,257	3,732	2,475	196.9%	5
Profit from Sale of Assets	-	198	198	0.0%	
Share of net loss of joint operation	-	(381)	(381)	0.0%	
Total Income/Revenue	224,820	228,581	3,761		
Expenses					
Employee Costs	90,701	90,551	150	0.2%	
Materials and Services	79,505	84,475	(4,970)	(6.3%)	6
Depreciation	31,626	32,658	(1,032)	(3.3%)	7
Amortisation - Intangible Assets	2,098	2,551	(453)	0.0%	
Amortisation - Right-of-Use Assets	1,548	1,658	(110)	0.0%	
Finance Costs - Leases	130	136	(6)	0.0%	
Other Expenses	822	731	91	11.1%	
Total Expenses	206,430	212,760	(6,330)		
Surplus/deficit for the year	18,390	15,821	(2,569)		

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 2 ANALYSIS OF OUR RESULTS (CONT'D)

2.1 Performance Against Budget (Cont'd)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Contributions-monetary	Contributions - monetary are \$3.7 million unfavourable to budget or 33.7 per cent. This relates to lower reserve contributions received for the year. This applied to Public Open Space (POS), Drainage and Car Parking contributions budgeted to be received which are then transferred to the respective reserve. POS was the main variance to budget which relates to changed economic conditions during the year due to interest rate increases which have slowed development applications and project completion.
2	Contributions-non-monetary	Contributions - non-monetary are favourable to budget by \$0.6 million. This relates to art donations and contributions received for the year at the Museum of Australian Photography.
3	Grants-Operating (recurrent)	Grants - Operating (recurrent) are \$1.89 million favourable to budget or 9.4 per cent. Some additional grant income was received across several services including Library services, School Crossings and Maternal and Child Care, however the major component of this variance relates to Commonwealth Financial Assistance Grants which continued to be advance funded - 100 per cent of the 2023/24 grant was received in June 2023.
4	Grants-Operating (non-recurrent)	Grants- Operating (non-recurrent) are \$1.8 million favourable to budget. Additional one-off funding was received in Community Services, Youth Services and again some COVID-19 Grant relief funding streams from State Government.
5	Other Revenue	Other revenue was \$2.5 million favourable to budget and mainly relates to higher investment interest income earned for the year due to interest rate increases, which were budgeted at a lower level for the 2022/23 year.
6	Materials and Services	Materials and Services were \$4.97 million unfavourable to budget or 6.3 per cent. There were several areas of Council operations which incurred additional costs for the year. Waste management collections and disposal costs increased (\$1.4 million) for the year relating to the food organics initiative and also increased contract costs. Annual insurances also increased (\$0.4 million) for the range of policy premiums required along with additional legal fees expenditure (\$0.9 million) on issues requiring further legal advice. Utility costs increased (\$1.03 million) for the year which were a combination of charge increases and usage, mainly gas charges. The cost of project works not able to be capitalised as assets transferred to operating expenditure totalled \$1.24 million. Building maintenance costs also increased (\$1.2 million) which is due to increased capacity and usage in the post-COVID period.
7	Depreciation	Depreciation expense was unfavourable to budget by \$1.03 million or 3.3 per cent. This relates to the high completion of capital works projects and related project capitalisation into assets. Council's Capital Works Program for the 2022/23 year was the highest ever in value and a completion rate of 94.51 per cent of the adjusted target was achieved. This meant that a higher value of assets were capitalised during the year. Additional depreciation expense was incurred, mainly in June, as projects completed and were ready to be capitalised as an asset placed in service.

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 2 ANALYSIS OF OUR RESULTS (CONT'D)

2.1.2 Capital Works

	Budget 2023	Actual 2023	Variance 2023	Variance 2023	
	\$'000	\$'000	\$'000	%	Ref
Property					
Land Improvements	126	459	(333)	(264.3%)	1
Buildings and Building Improvements	29,388	21,805	7,583	25.8%	2
Total Property	29,514	22,264	7,250		
Plant and Equipment					
Plant, Machinery and Equipment	3,445	2,180	1,265	36.7%	3
Fixtures, Fittings and Furniture	503	584	(81)	(16.1%)	4
Computers and Telecommunications	5,305	4,577	728	13.7%	5
Library Books	1,369	1,359	10	0.7%	
Total Plant and Equipment	10,622	8,700	1,922		
Infrastructure					
Roads	11,335	11,964	(629)	(5.5%)	
Bridges	1,380	444	936	67.8%	6
Footpaths and Cycleways	4,837	5,412	(575)	(11.9%)	7
Drainage	4,683	4,085	598	12.8%	8
Recreational, Leisure and Community Facilities	22,922	16,354	6,568	28.7%	9
Waste Management	267	146	121	45.3%	10
Parks, Open Space and Streetscapes	3,957	3,271	686	17.3%	11
Off-street Car Parks	-	234	(234)	0.0%	
Other Infrastructure	1,185	818	367	31.0%	12
Total Infrastructure	50,566	42,728	7,838		
Total Capital Works Expenditure	90,702	73,692	17,010	18.8%	
Less transferred to operating as unable to capitalise from work in progress	-	(1,243)	1,243		
Adjusted Balance of Capital Works Expenditure	90,702	72,449	18,253	20.1%	
Represented by:					
New asset expenditure	1,091	5,174	(4,083)		
Asset renewal expenditure	56,565	60,533	(3,968)		
Asset expansion expenditure	19,796	2,841	16,955		
Asset upgrade expenditure	13,250	5,144	8,106		
Total Capital Works Expenditure	90,702	73,692	17,010		
Less transferred to operating as unable to capitalise from work in progress	-	(1,243)	1,243		
Adjusted Balance of Capital Works Expenditure	90,702	72,449	18,253		
Funding sources represented by					
Grants	18,297	18,200	97		
Contributions	57	93	(36)		
Council Cash	72,348	55,399	16,949		
Total Capital Works Expenditure	90,702	73,692	17,010		

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 2 ANALYSIS OF OUR RESULTS (CONT'D)

2.1.2 Capital Works (Cont'd)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land Improvements	Land Improvements are \$0.33 million unfavourable to budget. Expenditure relates to one project for site remediation works at 333 Waverley Road, Mount Waverley which continued into 2022/23. This site is planned for redevelopment and consideration for sale.
2	Buildings & Building improvements	Buildings & Building improvements are \$7.6 million favourable to budget or 25.8 per cent. Major projects in this category include the Bogong multi-level car park extension which will continue into 2023/24 - carry forward \$4.5 million; the Building renewal fit out program which came in under budget (\$0.43 million); the Zero Net Carbon Action Plan (ZNCAP) projects which all returned favourable variances (\$0.5 million); the Pool filters replacement - ORC (\$0.47 million); Schematic design of the Glen Waverley Civic Precinct will continue into 2023/24 (\$1.32 million). As part offset, some project expenditure was brought forward which relates to the Children and Family Hub State Government-funded projects which will continue into 2023/24.
3	Plant, machinery and equipment	Plant, machinery and equipment is unfavourable to budget by \$1.3 million or 36.7 per cent. This relates to global supply chain issues impacting delivery and receipt of motor vehicles, plant and specialist equipment. Funds will be carried forward to account for already 'procured' stock and fleet vehicles and plant which will not be delivered into the next financial year, delivery lead times now are many months into the future.
4	Fixtures, fittings and furniture	Fixtures, fittings and furniture are \$0.08 million unfavourable to budget or 16.1 per cent. This mainly relates to the boiler and heat pump replacement project at the Oakleigh Recreation Centre which is part of the ZNCAP program. Other projects in this category only had minor variances.
5	Computers and telecommunications	Computers and telecommunications are favourable to budget by \$0.7 million or 13.7 per cent. This mainly relates to the Electronic Document Management System project which will continue into 2023/24.
6	Bridges	Bridges expenditure is \$0.9 million favourable to budget or 67.8 per cent. This is mainly due to the Duerdin Street bridge construction project which will move into 2023/24.
7	Footpaths and cycleways	Footpaths and cycleways are \$0.6 million unfavourable to budget or 11.9 per cent. This is due to completion of the footpath renewal program for 2022/23 and also additional works required as part of the Major Activity Centres Renewal Program.

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 2 ANALYSIS OF OUR RESULTS (CONT'D)

2.1.2 Capital Works (Cont'd)

(i) Explanation of material variations (Cont'd)

Variance Ref	Item	Explanation
8	Drainage	Drainage projects are \$0.6 million favourable to budget or 12.8 per cent. This is mainly due to the carry forward of the Stocks Road drainage project which will be undertaken in 2023/24. Some additional development contribution plan (DCP) projects were able to be achieved as a result.
9	Recreational, leisure and community facilities	Recreational, leisure and community facilities projects were \$6.6 million favourable to budget or 28.7 per cent. This category includes the Glen Waverley Sports Hub project which will continue into 2023/24. It is a major project being funded by State Government and Council and is part of the North East Link Project being undertaken by the State requiring a tennis centre relocation. There are also a range of other projects in this category that will be carried forward into next financial year.
10	Waste management	Waste management is \$0.12 million favourable to budget or 45.5 per cent which relates to the Post Closure Landfill management works. The requirements to manage and rehabilitate landfill will be undertaken as required but will form part of operating expenditure.
11	Parks, open space and streetscapes	Parks, open space and streetscapes are \$0.7 million favourable to budget or 17.3 per cent. This is mainly due to the Kingsway Redevelopment consultation and Oakleigh Station Precinct Public Realm Upgrade projects which will carry forward and commence in the next financial year.
12	Other Infrastructure	Other Infrastructure is \$0.37 million favourable to budget or 31 per cent. This mainly relates to retaining wall works at several locations which came in under budget. The Road Hump Renewal Program is also in this category which was favourable to budget.

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 2.2 ANALYSIS OF COUNCIL RESULTS BY PROGRAM

Council delivers its functions and activities through the following programs.

2.2.1 Chief Executive

This division provides corporate management necessary to ensure the effective, efficient and innovative implementation of programs and communication of Council's achievement in policies and programs to external and internal audiences. It includes Communications, Customer Experience and People and Safety.

Corporate Services

This division works across the organisation to support departments to deliver services and projects that benefit Monash's diverse community. This entails strategic planning and discussions to facilitate Executive and councillor decision-making, continuous business improvement and service planning, business assurance and risk management, and project management support and reporting. The division also manages Council processes in relation to tendering and procurement, coordinates the annual planning and budgeting processes, in addition to providing transactional support in relation to levying rates and charges and payments to suppliers.

Community Services

This division provides a wide range of customer-focused services which are relevant, of high quality, responsive to community needs and are accessible to all residents of Monash. It includes Active Monash, Aged and Community Support, Children, Youth and Family Services, Arts and Libraries, Community Strengthening and Economic Development.

City Development

This division aims to further develop the Council's environment through effective strategic city, environmental and social planning, building control and municipal regulation. It includes City Planning, Community Amenity, Engineering, Property, City Design and Strategic Planning.

City Services

This division's role is to efficiently provide and maintain City infrastructure and facilities to meet operating performance standards set by other divisions. It includes Capital Works, Facilities and Infrastructure Maintenance, Governance and Legal, Horticultural Services, Strategic Asset Management, Sustainable Monash, Transformation and Innovation.

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 2.2 ANALYSIS OF COUNCIL RESULTS BY PROGRAM (CONT'D)

2.2.2 Summary of income/revenue, expenses, assets and capital expenses by program

	Income/ Revenue	Expenses	Surplus/ (Deficit)	Grants included in income/ Revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2023					
Chief Executive	1,008	10,374	(9,366)	-	-
Corporate Services	157,292	54,323	102,969	6,888	3,843,804
Community Services	27,825	48,500	(20,675)	14,048	-
City Development	16,836	23,023	(6,187)	832	-
City Services	25,620	76,540	(50,920)	19,459	-
	228,581	212,760	15,821	41,227	3,843,804
2022					
Chief Executive	824	35,053	(34,229)	-	-
Corporate Services	150,597	46,407	104,190	6,301	3,749,059
Community Services	21,616	42,384	(20,768)	13,629	-
City Development	12,525	18,817	(6,292)	693	-
City Services	31,202	55,897	(24,695)	14,335	-
	216,764	198,558	18,206	34,958	3,749,059

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES

	2023	2022
	\$'000	\$'000

3.1 Rates and Charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the value of the land and all improvements. The valuation base used to calculate general rates for 2022/23 was \$100.291 billion (2021/22 \$85.871 billion). The 2022/23 rate in the dollar for residential was \$0.00132475 (2021/22 \$0.00150609) and for other properties \$0.00153235 (2021/22 \$0.00174938).

General Rates	134,190	131,898
Pension Rebate	(1,001)	(994)
Cultural & Recreational	247	269
Supplementary rates & rate adjustments	1,769	720
Recycling & Waste Levy	3,874	3,493
Interest on rates and charges	784	672
Total Rates and Charges	139,863	136,058

The date of the latest general revaluation of land for rating purposes within the municipality is 1 January 2022 and the valuation was first applied in the rating year commencing 1 July 2022. Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory Fees and Fines

Infringements	5,919	4,499
Court Recoveries	1,137	890
Town Planning Fees	3,025	3,413
Land Information Certificates	167	207
Permits	1,013	923
Total Statutory Fees and Fines	11,261	9,932

Statutory fees and fines (including parking fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.2 User Fees

Aged, Health and Children's Services	2,650	2,436
Recreation Fees	9,834	5,484
Waste Transfer Station	2,780	2,677
Building Services Fees	2,180	1,847
Library Fees and Fines	45	25
Bin Charges	2,274	2,112
Lease Charges	520	317
Hire and Rental Charges	1,246	413
Other Fees and Charges	3,221	2,221
Total User Fees	24,750	17,532

User fees by timing of revenue recognition

User fees recognised over time	225	238
User fees recognised at a point in time	24,525	17,294
Total User Fees	24,750	17,532

User Fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (CONT'D)

	2023	2022
	\$'000	\$'000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth-funded grants	19,016	22,541
State-funded grants	22,211	12,417
Total grants received	41,227	34,958
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants	7,860	7,423
Family and Children	1,360	1,444
General Home Care	7,027	7,569
Recurrent - State Government		
Family and Children	431	335
Maternal and child health	1,807	1,582
Libraries	1,311	1,292
General Home care	1,187	1,027
Youth Services	87	90
School crossing supervisors	702	580
Other	318	117
Total recurrent operating grants	22,090	21,459
Non-recurrent - State Government		
Community	476	94
Youth services	288	120
Gallery	23	20
COVID-19 Grant Relief	819	536
Other	459	401
Total non-recurrent operating grants	2,065	1,171
Total operating grants	24,155	22,630
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	806	1,115
Recurrent - State Government		
Libraries	21	21
Total recurrent capital grants	827	1,136
Non-recurrent - Commonwealth Government		
Recreation	-	90
Local Roads and Community Infrastructure (LRCI)	1,963	4,900

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (CONT'D)

	2023 \$'000	2022 \$'000
3.4 Funding from other levels of government (Cont'd)		
(b) Capital Grants (Cont'd)		
Non-recurrent - State Government		
Buildings and Building improvements	3,505	2,351
Computers and Telecommunications	5	45
Footpaths and Cycleway	311	341
Parks and Open space and streetscapes	678	1,096
Recreational and Leisure and community facilities	9,783	2,347
Roads	-	12
Other infrastructure	-	10
Total non-recurrent capital grants	16,245	11,192
Total capital grants	17,072	12,328
Total Grants	41,227	34,958
(c) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	1,466	833
Received during the financial year and remained unspent at balance date	701	1,466
Received in prior years and spent during the financial year	(1,466)	(833)
Balance at year end	701	1,466
Capital		
Balance at start of year	1,502	5,241
Received during the financial year and remained unspent at balance date	4,925	1,502
Received in prior years and spent during the financial year	(1,502)	(5,241)
Balance at year end	4,925	1,502

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (CONT'D)

	2023	2022
	\$'000	\$'000

3.4 Funding from other levels of government (Cont'd)

(d) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:

- » Identifies each performance obligation relating to revenue under the contract/agreement
- » Determines the transaction price
- » Recognises a contract liability for its obligations under the agreement
- » Recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 Income for Not-for-Profit Entities.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose grants	5,927	5,765
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	35,300	29,193
Total Grants	41,227	34,958

3.5 Contributions

Monetary	7,315	11,078
Non-monetary	616	4,783
Total Contributions	7,931	15,861

Contributions of non-monetary assets were received in relation to the following asset classes.

Land	-	1,308
Infrastructure	-	3,351
Other	616	123
Total Non-Monetary Contributions	616	4,783

Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (CONT'D)

	2023	2022
	\$'000	\$'000
3.6 Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant and Equipment		
Land and Buildings		
Proceeds from Sale of Assets	-	31
Write back of Revaluation on Assets Disposed	-	(11)
Gain on Disposal of Land and Buildings	-	20
Plant and Equipment		
Proceeds from Sale of Assets	577	1,563
Written Down Value of Assets Disposed	(379)	(581)
Gain on Disposal of Plant and Equipment	198	982
Infrastructure		
Written Down Value of Assets Disposed	-	(434)
Loss on Disposal of Infrastructure and Plant and Equipment	-	(434)
Total		
Proceeds from Sale of Assets	577	1,594
Write back of Revaluation on Assets Disposed	-	(11)
Written Down Value of Assets Disposed	(379)	(1,015)
Total Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant and Equipment	198	568

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

3.7 Other Income

Investment Interest	2,702	396
Other Income	1,030	1,131
Total Other Income	3,732	1,527

Interest is recognised progressively as it is earned.

Other Income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 4 THE COST OF DELIVERING SERVICES

	2023	2022
	\$'000	\$'000
4.1 (a) Employee Costs		
Salaries and Wages	74,695	71,466
Work cover	805	1,340
Casual staff	8,126	5,999
Superannuation	8,465	7,541
Fringe Benefits Tax	475	356
Long Service Leave	2,075	1,376
Other Employee-related costs	1,253	1,088
	95,894	89,166
Less: Amounts capitalised (non-current assets constructed by Council)	(5,343)	(4,313)
Total Employee Costs	90,551	84,853
4.1 (b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	375	383
	375	383
Employer contributions at payable date	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,957	3,677
Employer contributions - Australian Super	914	545
Employer contributions - Hesta Super	748	661
Employer contributions - other funds	2,354	1,724
	7,973	6,607
Employer contributions at payable date	117	550
Refer to note 9.3 for further information relating to Council's superannuation obligations.		
4.2 Materials and Services		
Waste Management Services	24,872	23,490
Building Maintenance	7,627	6,397
General Maintenance	13,148	13,571
Local Law Services	6,022	5,108
Fleet Management	969	861
Legal Costs	2,612	1,773
General Administration Costs	9,831	8,582
Consultants	1,993	2,044
Utilities	5,071	4,043
Insurance	2,441	2,273
Information Technology	6,913	6,054
Bad and Doubtful Debts	(18)	(8)
Other	2,994	5,051
Total Materials and Services	84,475	79,240

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 4 THE COST OF DELIVERING SERVICES (CONT'D)

	2023	2022
	\$'000	\$'000
4.3 Depreciation		
Buildings	7,999	7,048
Plant and Equipment	5,852	5,997
Infrastructure	18,807	17,302
Total Depreciation	32,658	30,347
Refer to note 5.2(b), 5.7 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.		
4.4 Amortisation - Intangible assets		
Intangible Assets	2,551	1,573
Total Amortisation - Intangible assets	2,551	1,573
4.5 Amortisation - Right-of-use assets		
Property	489	468
Gym Equipment	237	270
Waste Contract - Vehicles	737	736
Printers	195	196
Total Amortisation - Right-of-use assets	1,658	1,670
4.6 Finance Costs - Leases		
Interest - Lease Liabilities	5.7	136
Total Finance Costs	136	161
4.7 Other Expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	72	69
Auditor's Remuneration - Internal	143	138
Councillor Allowances	516	507
Total Other Expenses	731	714
4.8 Provision for bad and doubtful debts		
Parking fine debtors	1,762	1,297
Sundry debtors	(25)	(9)
Provision for bad and doubtful debts	1,737	1,288
Movement in Provision for Doubtful Debts		
Balance at the beginning of the year	10,760	9,472
Provisions adjusted during the year	1,737	1,288
Balance at the end of year	12,497	10,760

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 5 OUR FINANCIAL POSITION

	2023	2022
	\$'000	\$'000
5.1 Financial Assets		
(a) Cash and Cash Equivalents		
Cash at bank	3,834	2,861
Cash on hand	18	18
Short-term deposits (with a maturity date of 90 Days or less)	69,500	50,000
Total Cash and Cash Equivalents	73,352	52,879
(b) Other Financial Assets		
Term deposits - Current	3,500	31,500
Other	69	69
Total Other Financial Assets	3,569	31,569
Total Financial Assets	76,921	84,448

Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

Trust Funds and Deposits (Note 5.3 (b))	16,247	14,783
Statutory Reserves (Note 9.1 (b))	19,538	23,339
Total Restricted funds	35,785	38,122
Total Unrestricted Cash and Cash Equivalents	37,567	14,757

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, while term deposits with maturity dates greater than 12 months are classified as non-current.

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 5 OUR FINANCIAL POSITION (CONT'D)

	2023	2022
	\$'000	\$'000
5.1 Financial Assets (Cont'd)		
(c) Trade and Other Receivables		
Current		
Statutory Receivables		
Rates Receivable	9,132	9,341
Parking Infringements	14,372	12,453
Less: Provision for Doubtful Debts	(12,431)	(10,669)
Net GST Receivable	1,867	1,832
	12,940	12,957
Non-Statutory Receivables		
Sundry debtors	4,120	4,197
Less: Provision for Doubtful Debts	(66)	(91)
	4,054	4,106
Total Trade and Other Receivables	16,994	17,063

Receivables are carried at invoice amount. Provision for doubtful debts is recognised based on an expected credit loss model. This model considers both historic and forward-looking information in determining the level of impairment.

(d) Ageing of Receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet overdue)	1,076	2,222
Past due by up to 30 days	386	89
Past due between 31 and 180 days	2,658	1,886
Total Trade and Other Receivables	4,120	4,197

(e) Ageing of individually impaired Receivables

At balance date there were no other debtors representing financial assets that were impaired (2021/22 Nil).

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 5 OUR FINANCIAL POSITION (CONT'D)

	2023	2022
	\$'000	\$'000
5.2 Non-Financial Assets		
(a) Other Assets		
Accrued Income	5,915	594
Prepayments	715	575
Other	152	125
Total Other Assets	6,782	1,294

(b) Intangible Assets

Software

Gross carrying amount

Balance as at 1 July 2022

16,358

Additions

797

17,155

Work in Progress

2,383

Balance as at 30 June 2023

19,538

Accumulated amortisation

Balance as at 1 July 2022

(7,002)

Amortisation expense

(2,551)

Balance as at 30 June 2023

(9,553)

Net book value as at 30 June 2022

9,356

Net book value as at 30 June 2023

9,985

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 5 OUR FINANCIAL POSITION (CONT'D)

	2023	2022
	\$'000	\$'000
5.3 Payables, trust funds and deposits and unearned income/revenue		
(a) Trade and Other Payables		
Current		
Non-statutory Payables		
Operating Payables	13,131	7,574
Capital Payables	16,414	6,031
Employee Costs	1,484	2,312
Parking Infringements	1,660	1,660
Total Trade and Other Payables	32,689	17,577
(b) Trust Funds and Deposits		
Current		
Refundable Deposits	15,033	13,546
Retention Amounts	486	547
Fire Services Property Levy	590	584
Other Refundable Deposits	138	106
Total Trust Funds and Deposits	16,247	14,783
(c) Unearned Income/Income		
Current		
Grants received in advance - operating	701	1,466
Grants received in advance - capital	4,925	1,502
Rates Paid in Advance	948	929
Other	127	405
Total Current Unearned Income/revenue	6,701	4,302

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of the below. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Fire Services Property Levy - Council is the collection agent for the fire services property levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 5 OUR FINANCIAL POSITION (CONT'D)

	Annual leave	Long service leave	Total
	\$'000	\$'000	\$'000
5.4 Provisions			
2023			
Balance at beginning of the financial year	(8,374)	(13,627)	(22,001)
Additional provisions	(5,865)	(2,187)	(8,052)
Amounts used	6,490	1,639	8,129
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	(351)	117	(234)
Balance at the end of the financial year	(8,100)	(14,058)	(22,159)
2022			
Balance at beginning of the financial year	(8,141)	(13,944)	(22,085)
Additional provisions	(5,669)	(1,376)	(7,045)
Amounts used	5,895	1,903	7,798
Decrease in the discounted amount arising because of time and the effect of any change in the discount rate	(459)	(210)	(669)
Balance at the end of the financial year	(8,374)	(13,627)	(22,001)

	2023	2022
	\$'000	\$'000
5.4 Provisions (Cont'd)		
(a) Employee Provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	5,575	5,617
Long service leave	1,888	1,842
	7,463	7,459
Current provisions expected to be wholly settled after 12 months		
Annual leave	2,525	2,757
Long service leave	10,701	10,438
	13,226	13,195
Total Current Provisions	20,689	20,654
Non-Current		
Long service leave	1,470	1,347
Total Non-Current Provisions	1,470	1,347

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 5 OUR FINANCIAL POSITION (CONT'D)

5.4 Provisions (Cont'd)

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- ◇ Nominal value if the Council expects to wholly settle the liability within 12 months
- ◇ Present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

	2023	2022
	\$'000	\$'000
Key assumptions:		
Increase in costs	2.30%	2.25%
Weighted average discount rates	4.09%	2.95%
Settlement period range	2-5 Years	2-5 Years

5.5 Financing Arrangements

The Council has the following funding arrangements in place.

Credit card facilities	100	100
Transaction Negotiation Authority (TNA)	21,500	21,500
Total facilities	21,600	21,600
Used facilities	16	53
Unused facilities	21,584	21,547
Total facilities	21,600	21,600

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 5 OUR FINANCIAL POSITION (CONT'D)

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000

5.6 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

2023

Operating

Cleaning Services	2,450	-	-	-	2,450
Domestic Waste Collection	21,310	18,661	37,937	5,992	83,900
Other Operating Services	7,369	5,568	4,530	-	17,467
Printing and IT Infrastructure	8,517	4,697	3,379	-	16,593
Recycling	1,521	1,558	5,058	-	8,137
Repairs and Maintenance	3,357	1,579	491	-	5,427
Supply Meals/Foodstuffs	569	-	-	-	569
Traffic and Parking Management	3,674	3,821	12,405	-	19,900
Utilities and Fuel	1,609	1,523	4,568	1,523	9,223
Total Operating	50,376	37,407	68,368	7,515	163,666

Capital

Buildings	4,318	293	20	-	4,631
Infrastructure	40,644	15,117	82	-	55,843
Roads	823	-	-	-	823
Total Capital	45,785	15,410	102	-	61,297

2022

Operating

Cleaning Services	2,450	2,450	-	-	4,900
Domestic Waste Collection	21,687	18,175	50,148	5,087	95,097
Other Operating Services	5,611	3,111	120	-	8,842
Printing and IT Infrastructure	4,922	2,114	2,166	-	9,202
Recycling	926	-	-	-	926
Repairs and Maintenance	2,742	586	-	-	3,328
Supply Meals/Foodstuffs	499	208	-	-	707
Traffic and Parking Management	3,533	3,674	11,928	4,298	23,433
Utilities and Fuel	3,398	1,623	4,668	1,523	11,212
Total Operating	45,768	31,941	69,030	10,908	157,647

Capital

Buildings	3,530	164	20	-	3,714
Infrastructure	6,531	3,273	304	-	10,108
Roads	1,770	-	-	-	1,770
Total Capital	11,831	3,437	324	-	15,592

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 5 OUR FINANCIAL POSITION (CONT'D)

5.7 Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- ◇ The contract involves the use of an identified asset.
- ◇ The Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use.
- ◇ The Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- ◇ Any lease payments made at or before the commencement date less any lease incentives received; plus
- ◇ Any initial direct costs incurred; and
- ◇ An estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition,

the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate (2.44 per cent). Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- ◇ Fixed payments
- ◇ Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date
- ◇ Amounts expected to be payable under a residual value guarantee
- ◇ The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under AASB 16 Leases, Council has elected to apply the temporary option which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 5 OUR FINANCIAL POSITION (CONT'D)

	Property \$'000	Waste Contract - Vehicles \$'000	Gym Equipment \$'000	Printers \$'000	Total \$'000
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5.7 Leases (Cont'd)

Right-of-Use Assets

Balance at 1 July 2022	489	4,969	474	113	6,045
Additions	1,921	-	106	196	2,223
Amortisation Charge	(489)	(737)	(237)	(195)	(1,658)
Balance at 30 June 2023	1,921	4,232	343	114	6,610

Lease Liabilities

	2023 \$'000	2022 \$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	1,575	1,684
One to five years	4,904	3,621
More than five years	616	1,436
Total undiscounted lease liabilities as at 30 June:	7,095	6,741
Lease liabilities included in the Balance Sheet at 30 June:		
Current	1,467	1,518
Non-current	5,297	4,650
Total lease liabilities	6,764	6,168

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 6 ASSETS WE MANAGE

6.1 Non-Current Assets Classified As Held For Sale

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

	2023	2022
	\$'000	\$'000
Land and Buildings	6,315	2,905
Total Non-Current Assets Classified As Held For Sale	6,315	2,905

6.2 Property, Infrastructure, Plant and Equipment

Summary of Property, Infrastructure, Plant and Equipment

Category	Carrying amount 30 June 2022	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers / Adjustments and Write-off	Adjustments & Write-off	Carrying amount 30 June 2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	2,623,626	-	-	-	-	-	-	(3,410)	2,620,216
Buildings	245,790	-	-	-	(7,999)	-	10,902	-	248,693
Plant and Equipment	27,370	-	616	-	(5,852)	(180)	6,029	-	27,983
Infrastructure	699,958	-	-	59,042	(18,807)	(40)	51,103	11	791,267
Work in progress	30,034	72,895	-	-	-	-	(68,034)	(3,784)	31,111
Total	3,626,778	72,895	616	59,042	(32,658)	(220)	-	(7,183)	3,719,270

Summary of Work in Progress

Category	Opening WIP 30 June 2022	Additions	Transfer to Operating	Transfers out	Reclassification/ Adjustments	Closing WIP 30 June 2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Buildings	7,101	22,264	(416)	(10,902)	(8,652)	9,395
Plant and Equipment	500	7,903	(390)	(6,029)	(1,366)	618
Infrastructure	22,433	42,728	(437)	(51,103)	7,477	21,098
Total	30,034	72,895	(1,243)	(68,034)	(2,541)	31,111

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 6 ASSETS WE MANAGE (CONT'D)

6.2 Property, Infrastructure, Plant and Equipment (Cont'd)

(a) Property	Land - specialised	Land - non specialised	Land under roads	Total land	Buildings - specialised	Work in progress	Total property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Fair value at 1 July 2022	1,997,798	623,176	2,652	2,623,626	445,700	7,101	3,076,427
Accumulated depreciation at 1 July 2022	-	-	-	-	(199,910)	-	(199,910)
	1,997,798	623,176	2,652	2,623,626	245,790	7,101	2,876,517
Movements in fair value							
Acquisition of assets at fair value	-	-	-	-	-	22,264	22,264
Transfers to Properties for resale	(3,410)	-	-	(3,410)	-	-	(3,410)
Transfers to operating	-	-	-	-	-	(416)	(416)
Reclassification/Adjustments	-	-	-	-	-	(8,652)	(8,652)
Transfer to/(from) WIP	-	-	-	-	10,902	(10,902)	-
	(3,410)	-	-	(3,410)	10,902	2,294	9,786
Movements in accumulated depreciation							
Depreciation and amortisation	-	-	-	-	(7,999)	-	(7,999)
	-	-	-	-	(7,999)	-	(7,999)
Fair value at 30 June 2023	1,994,388	623,176	2,652	2,620,216	456,602	9,395	3,086,213
Accumulated depreciation at 30 June 2023	-	-	-	-	(207,909)	-	(207,909)
Carrying amount	1,994,388	623,176	2,652	2,620,216	248,693	9,395	2,878,304

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 6 ASSETS WE MANAGE (CONT'D)

6.2 Property, Infrastructure, Plant and Equipment (Cont'd)

(b) Plant and Equipment	Plant machinery and equipment	Fixtures fittings and furniture	Computers & telecomms	Artwork	Library books	Work in progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Fair value at 1 July 2022	30,921	10,546	5,539	8,633	7,209	500	63,348
Accumulated depreciation at 1 July 2022	(18,043)	(8,614)	(4,079)	-	(4,742)	-	(35,478)
	12,878	1,932	1,460	8,633	2,467	500	27,870
Movements in fair value							
Acquisition of assets at fair value	-	-	-	-	-	7,903	7,903
Contributions	-	-	-	616	-	-	616
Fair value of assets disposed	(1,170)	-	-	-	-	-	(1,170)
Transfers to operating	-	-	-	-	-	(390)	(390)
Reclassification/ Adjustments	-	-	-	-	-	(1,366)	(1,366)
Transfer to/(from) WIP	3,869	175	808	23	1,154	(6,029)	-
	2,699	175	808	639	1,154	118	5,593
Movements in accumulated depreciation							
Depreciation and amortisation	990	-	-	-	-	-	990
	(2,129)	(643)	(1,044)	-	(1,046)	-	(4,862)
Fair value at 30 June 2023	33,620	10,721	6,347	9,272	8,363	618	68,941
Accumulated depreciation at 30 June 2023	(20,172)	(9,257)	(5,123)	-	(5,788)	-	(40,340)
Carrying amount	13,448	1,464	1,224	9,272	2,575	618	28,601

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 6 ASSETS WE MANAGE (CONT'D)

6.2 Property, Infrastructure, Plant and Equipment (Cont'd)

(c) Infrastructure	Roads	Bridges	Footpaths	Drainage	Recreational, leisure and community	Traffic management	Parks open spaces and streetscapes	Bicycle paths	Off-street car parks	Other infrastructure	Work in progress	Total infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Fair value at 1 July 2022	595,815	6,305	190,821	427,574	38,075	13,090	52,752	11,835	14,637	9,485	22,433	1,382,822
Accumulated depreciation at 1 July 2022	(256,045)	(2,724)	(131,827)	(200,222)	(14,190)	(4,991)	(29,630)	(4,165)	(8,702)	(7,935)	-	(660,431)
	339,770	3,581	58,994	227,352	23,885	8,099	23,122	7,670	5,935	1,550	22,433	722,391
Movements in fair value												
Acquisition of assets at fair value	-	-	-	-	-	-	-	-	-	-	42,728	42,728
Revaluation increments/ (decrements)	25,616	-	22,235	69,154	-	-	-	-	-	-	-	117,005
Fair value of assets disposed	-	-	-	(40)	-	-	-	-	-	-	-	(40)
Transfers to operating	-	-	-	-	-	-	-	-	-	-	(437)	(437)
Reclassification/ Adjustments	-	-	-	-	158	-	233	-	-	(391)	7,477	7,477
Transfer to/ (from) WIP	10,085	124	10,366	6,243	20,251	466	2,233	617	573	145	(51,103)	-
	35,701	124	32,601	75,357	20,409	466	2,466	617	573	(246)	(1,335)	166,733
Movements in accumulated depreciation												
Depreciation and amortisation	(5,369)	(75)	(2,580)	(4,296)	(2,560)	(584)	(2,114)	(387)	(627)	(215)	-	(18,807)
Revaluation increments/ (decrements)	(8,480)	(333)	(13,815)	(35,335)	-	-	-	-	-	-	-	(57,963)
Revaluation unplanned depreciation adjustment	3	-	4	4	-	-	-	-	-	-	-	11
	(13,846)	(408)	(16,391)	(39,627)	(2,560)	(584)	(2,114)	(387)	(627)	(215)	-	(76,759)
Fair value at 30 June 2023	631,516	6,429	223,422	502,931	58,484	13,556	55,218	12,452	15,210	9,239	21,098	1,549,555
Accumulated depreciation at 30 June 2023	(269,891)	(3,132)	(148,218)	(239,849)	(16,750)	(5,575)	(31,744)	(4,552)	(9,329)	(8,150)	-	(737,190)
Carrying amount	361,625	3,297	75,204	263,082	41,734	7,981	23,474	7,900	5,881	1,089	21,098	812,365

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 6 ASSETS WE MANAGE (CONT'D)

6.2 Property, Infrastructure, Plant and Equipment (Cont'd)

(d) Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, costs include all materials used in construction, direct labour, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits detailed below have been applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition threshold and description periods	Depreciation Period	Threshold Limit \$
Land and Buildings		
- Land	Indefinite	1
- Land Under Roads	Indefinite	1
- Buildings	25 - 100 Years	1
- Heritage Buildings	100-250 Years	1
Plant and Equipment		
- Plant Machinery and Equipment	2- 25 Years	1,000
- Furniture, Fittings and Office Equipment	2 -10 Years	1,000
- Art Work	Indefinite	1
- Computer Equipment	3 -5 Years	1
- Library Books	2 -7 Years	1
Infrastructure		
- Roads and Pavements	25-150 Years	1,000
- Footpaths	10-80 Years	1,000
- Bridges	50 - 100 Years	1,000
- Drainage	100 Years	1,000
- Recreational, Leisure and Community	10 - 100 Years	1,000
- Parks, Open Spaces and Streetscape	5 - 100 Years	1,000
- Bicycle Paths	30 Years	1,000
- Off-street Car Parks	25 - 40 Years	1,000
- Traffic Management	20 -25 Years	1,000
- Other Infrastructure	10 - 50 Years	1,000
Intangible Assets	3 -10 Years	1,000
Right-of-Use Assets	2-10 Years	10,000

(e) Land under roads

Council recognises land under roads post-1 July 2008 at fair value.

(f) Repairs and Maintenance

Routine maintenance, repair costs and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced assets are expensed.

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 6 ASSETS WE MANAGE (CONT'D)

6.2 Property, Infrastructure, Plant and Equipment (Cont'd)

(g) Depreciation of Property, Plant and Equipment, Infrastructure

Buildings, land improvements, plant and equipment, infrastructure and other assets have limited useful lives and are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

During the financial year, Council reviewed the useful life, and applicable depreciation rates, of all asset classes, in accordance with Australian Accounting Standard AASB 116 "Property, Plant & Equipment". There has been no changes to Useful Life or Threshold Limits.

(h) Revaluation

Subsequent to the initial recognition of assets, Non-Current physical assets, other than plant and equipment, are measured at their fair value, being the amount for which the assets could be exchanged subsequent to initial recognition. At reporting date each year, Council reviews the carrying value of the individual classes of assets to ensure that each asset materially approximates their fair value. Where the carrying value materially differs from the fair value, the class of assets is revalued.

Fair value valuations are determined in accordance with a valuation hierarchy, changes to which can only occur if an external change in the restrictions or limitations on the use of an asset result in changes to the permissible or practical highest and best use of the asset.

In addition, Council undertakes a formal valuation of land, buildings and infrastructure assets on a cycle of two years. The valuations are performed either by appropriately experienced Council officers or independent experts engaged by Council.

Asset class	Revaluation frequency
Land	2 years
Buildings	2 years
Roads	2 years
Bridges	2 years
Footpaths and cycleways	2 years
Drainage	2 years
Recreational, Leisure and community facilities	2 years
Traffic management	2 years
Parks, open space and streetscapes	2 years
Bicycle paths	2 years
Off-street car parks	2 years
Other infrastructure	2 years

Where assets are revalued, the revaluation increments arising from the valuations are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had previously been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments have been included in the asset revaluation reserve for that class of asset in which case the decrement is debited to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 6 ASSETS WE MANAGE (CONT'D)

6.2 Property, Infrastructure, Plant and Equipment (Cont'd)

	2023	2022
Council	\$'000	\$'000
Specialised land and land under roads is valued using a market-based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5 per cent and 95 per cent. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$36 and \$4,449 per square metre.	1,997,040	2,000,450
Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement cost is calculated on a square metre basis and ranges from \$250 to \$5,800 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 30 years to 250 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.	248,693	245,790
Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 10 years to 150 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.	791,269	699,958

(i) Valuation of Property

Valuation of land and Buildings was undertaken as at 30 June 2023, by a qualified independent valuer William Robbins (CPV) of Herron Todd White Group (API Membership No. 101237). The date and type of the current valuation is detailed in the following table. The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

For land and buildings, fair value is market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions

the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 6 ASSETS WE MANAGE (CONT'D)

6.2 Property, Infrastructure, Plant and Equipment (Cont'd)

(i) Valuation of Property (Cont'd)

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Council	\$'000	\$'000	\$'000		
Non-Specialised Land	-	623,176	-	30-Apr-22	Full
Specialised Land	-	-	1,994,388	30-Apr-22	Full
Specialised buildings	-	-	248,693	30-Apr-22	Full
Total	-	623,176	2,243,081		

(j) Valuation of Infrastructure

In accordance with Council's policy, a revaluation of infrastructure assets was undertaken as at 30 June 2023.

The review has been undertaken by the Strategic Asset Management Acting Coordinator, Sanjog Baral - Bachelor of Engineering (Civil). The date and type of the current valuation is detailed in the following table. An index based revaluation was conducted in the current year, with reference to contracts awarded in 2023 and the Road and Bridge Construction Price Index for Victoria. The next revaluation of these assets will be conducted in 2024/25.

The valuation is at fair value based on replacement cost less accumulated depreciation as at 30 June 2023.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Council	\$'000	\$'000	\$'000		
Roads & Pavements	-	-	361,627	30-Jun-23	Index
Bridges	-	-	3,297	30-Jun-23	Index
Footpaths & Cycleways	-	-	75,204	30-Jun-23	Index
Drainage	-	-	263,082	30-Jun-23	Index
Facilities Waste management	-	-	41,734	30-Jun-21	Index
Waste management	-	-	41,734	30-Jun-21	Index
Parks, open space and streetscapes	-	-	23,474	30-Jun-21	Index
Bicycle paths	-	-	7,900	30-Jun-21	Index
Off-street car parks	-	-	5,881	30-Jun-21	Index
Other infrastructure	-	-	1,089	30-Jun-21	Index
Total	-	-	791,269		

Reconciliation of Specialised Land

	2023	2022
Council	\$'000	\$'000
Land under roads	2,652	2,652
Parks and reserves and other	1,994,388	1,997,798
Total specialised land	1,997,040	2,000,450

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 6 ASSETS WE MANAGE (CONT'D)

6.3 Investments in Joint Arrangement Accounted For Using The Equity Method

Regional Landfill Clayton South Unincorporated Joint Arrangement

Under an agreement dated 23 September 1986, the former City of Oakleigh (now vested in the Monash City Council) was contracted to purchase a 16.8 per cent interest in the landfill site situated at 654 – 718 Clayton Road, Clayton South from the former City of Camberwell at a cost of \$0.84 million.

Whilst the site was closed in December 2015, City of Camberwell continues to manage the site to ensure compliance with relevant environmental standards. Under Clause 2.2 of the purchase agreement Council receives 16.8 per cent of any net operating surplus and pays 16.8 per cent of any net operating deficit of the operations of the Clayton South Landfill Joint Arrangement. Council's share of net operating loss for the year ended 30 June 2023 was \$0.381 million (2022 profit of \$0.328 million), which has been recognised as an expense in the Comprehensive Income Statement.

The value of the joint investment in the Clayton South Landfill has been revalued at year end to reflect Council's share of net assets recorded in the unaudited accounts of the Joint operation at 30 June 2023 and is included in the Balance Sheet as follows:

REGIONAL LANDFILL CLAYTON SOUTH JOINT OPERATION Balance Sheet As at 30 June 2023

	2023	2022
	\$'000	\$'000
Current Assets	1,328	673
Current Liabilities	(1,152)	(1,075)
Net Current Assets	176	(402)
Non-Current Assets	-	-
Non-Current Liabilities	(19,595)	(16,748)
Net Liability	(19,419)	(17,150)
Contribution-Re Land	1,659	1,659
Retained earnings	(21,078)	(18,809)
Deficit	(19,419)	(17,150)
Share of Monash City Council (16.8%) Movements		
Share in Joint Operation Equity as at 1 July	(2,881)	(3,209)
Share of net (loss)/ profit of joint operation	(381)	328
Share in Joint Operation Equity as at 30 June 2023	(3,262)	(2,881)

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 6 ASSETS WE MANAGE (CONT'D)

6.3 Investments in Joint Arrangement Accounted For Using The Equity Method (Cont'd)

Regional Landfill Clayton South Unincorporated Joint Arrangement (Cont'd)

REGIONAL LANDFILL CLAYTON SOUTH JOINT OPERATION (Cont'd)

Balance Sheet As at 30 June 2023

	2023	2022
	\$'000	\$'000
Represented in Council's Balance Sheet - Equity		
Non-Current Assets - Investment in Joint arrangement accounted for using the equity method	217	444
Non-Current Liability - Investment in Joint arrangement accounted for using the equity method	(3,479)	(3,325)
Net Liability	(3,262)	(2,881)

At the reporting date the Joint Venture recognised a provision for rehabilitation works which is measured at the present value of the Joint Venturers' best estimate of the costs associated with remediation of the site. Remediation is expected to be completed by 2050.

The calculation of the provision is based on a review of the Annual and planned equipment replacement aftercare costs of the site. These costs have been inflated at 5 per cent per year. The present value calculation uses the Milliman Group of 100 discount rate forecasts for 30 years.

The provision also takes into account a forecast \$0.74 million of capping and gas infrastructure works that are required to be completed primarily in 2021/22 in order to decommission the land fill.

The provision is assessed at the end of each reporting period in order to ensure it accurately reflects the cost of closing and restoring the site.

The provision was initially based on an external assessment performed in 2015. The landfill in its current state, is not yet "settled". A review has been undertaken during the 2020/21 financial year and as at August 2022 by James Mackenzie of Mackenzie Environmental Pty Ltd on estimates of future costs to operate the closed landfill site in accordance with the Environment Protection Act 2017 (the Act). The increase in provision relates to the expected post closure maintenance period costs after capping works are completed. The provision is based on the best information available to management at year-end. This indicates aftercare costs of approximately \$1.1 million annually.

The major works remaining before the landfill settles are:

Capping of southern cell

Gas infrastructure

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 7 PEOPLE AND RELATIONSHIPS

7.1 Council and Key Management Remuneration

(a) Related Parties

Parent entity

Monash City Council

Subsidiaries and Associates

Interests in Regional Landfill Clayton South Joint Operation is detailed in note 6.3.

(b) Key Management Personnel

Key Management Personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Monash City Council. The councillors, Chief Executive Officer and Executive Directors are deemed KMP.

Details of KMP at any time during the year are:

	2023	2022
	No.	No.
Key Management Personnel - Councillors		
From 1 July 2022 to 30 June 2023		
Councillor Paul Klisaris	1	1
Councillor Stuart James	1	1
Councillor Shane McCluskey	1	1
Councillor Josh Fergeus	1	1
Councillor Brian Little	1	1
Councillor Geoff Lake	1	1
Councillor Theo Zographos	1	1
Councillor Rebecca Paterson	1	1
Councillor Anjalee de Silva	1	1
Councillor Nicky Luo (Deputy Mayor from 9 Nov 22)	1	1
Councillor Tina Samardzija (Mayor from 9 Nov 22)	1	1
Key Management Personnel - Officers		
Andi Diamond (Chief Executive Officer)	1	1
Danny Wain (Chief Financial Officer)	1	1
Russell Hopkins (Director Community Services)	1	1
Debbie Evelyn Cales (Director Infrastructure & Environment) (Finished 01/07/2022)	-	1
Peter Panagakos (Director City Development)	1	1
Leanne Wiebenga (Executive Manager - People and Culture) (Finished 12/08/2022)	-	1
Jarrold Doake (Director City Services)	1	1
Joanne Robertson (Executive Manager, Communications and Customer Experience)	1	1
Tracy Shoshan (Executive Manager - People and Safety) (Started from 29/08/2022)	1	-
Total Number of councillors	11	11
Total of Chief Executive Officer and other Key Management Personnel	7	8
Total Number of Key Management Personnel	18	19

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 7 PEOPLE AND RELATIONSHIPS (CONT'D)

7.1 Council and Key Management Remuneration (Cont'd)

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2023	2022
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	2,358	2,548
Long-term employee benefits	220	234
Long-term benefits	51	56
Total	2,629	2,838

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2023	2022
	No.	No.
\$30,000 - \$39,999	8	8
\$40,000 - \$49,999	-	1
\$50,000 - \$59,999	1	1
\$60,000 - \$69,999	1	-
\$80,000 - \$89,999	-	1
\$100,000 - \$109,999	1	-
	11	11

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 7 PEOPLE AND RELATIONSHIPS (CONT'D)

7.1 Council and Key Management Remuneration (Cont'd)

(c) Remuneration of Key Management Personnel (Cont'd)

Chief Executive Officer and the numbers of KMP whose total remuneration from Council and any related entities, fall within the following bands:

	2023	2022
	No.	No.
\$170,000 - \$179,999	-	1
\$190,000 - \$199,999	1	-
\$200,000 - \$209,999	1	-
\$230,000 - \$239,999	-	1
\$240,000 - \$249,999	-	1
\$260,000 - \$269,999	1	1
\$270,000 - \$279,999	-	1
\$280,000 - \$289,999	1	2
\$300,000 - \$309,999	2	-
\$480,000 - \$489,999	1	1
	7	8

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$160,000 and who report directly to a member of the KMP.*

	2023	2022
	\$'000	\$'000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	3,906	3,771
Other long-term employee benefits	99	92
Post-employment benefits	452	397
Total	4,457	4,260

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 7 PEOPLE AND RELATIONSHIPS (CONT'D)

7.1 Council and Key Management Remuneration (Cont'd)

(d) Senior Officer Remuneration (Cont'd)

The number of other senior staff are shown below in their relevant income bands:

	2023	2022
Income Range:	No.	No.
\$160,000 - \$169,999	1	2
\$170,000 - \$179,999	2	6
\$180,000 - \$189,999	9	7
\$190,000 - \$199,999	8	6
\$220,000 - \$229,999	3	1
	23	22

Total remuneration for the reporting year for other senior staff included above, amounted to:	\$'000	\$'000
	4,457	4,260

* Due to a definitional change the comparative figures in this note may not align with the previous year's annual report, which included disclosure of senior officers as defined in the *Local Government Act 2020*.

7.2 Related Party Disclosure

(a) Transactions with related parties

During the period Council entered into no reportable transactions with related parties.

(b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties: NIL

(c) Loans to/from related parties

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the Council to a related party as follows: NIL

(d) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the Council to a related party are as follows: NIL

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 8 MANAGING UNCERTAINTIES

8.1 Contingent Assets and Liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent Assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

As at 30 June 2023, there are no potential contingent assets (2022:nil).

(b) Contingent Liabilities

Contingent liabilities are:

- ◇ Possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- ◇ Present obligations that arise from past events but are not recognised because:
- ◇ It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- ◇ The amount of the obligation cannot be measured with sufficient reliability.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets, the likelihood of making such contributions in future periods exists.

Landfill

In addition to providing for ongoing rehabilitation and remediation of Council's own former landfill sites there are two sites

outside the City of Monash boundary that may incur liabilities. The Heatherton Park landfill in Kingston was managed by the former City of Oakleigh (now City of Kingston). The other site is the former tip site located at Spring Valley Reserve in the City of Greater Dandenong. This site was managed by the former City of Springvale under the overall management of a Regional Group. At balance date Council is unable to accurately assess whether it is liable, validity of the claims or the financial implications of such works and as such, at this time, in each case is unable to accurately measure and recognise as a provision.

Legal Matters

The Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 8 MANAGING UNCERTAINTIES (CONT'D)

8.1 Contingent Assets and Liabilities (Cont'd)

(c) Guarantees for Loans to Other Entities

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

	2023	2022		Year Loan
Community Organisation	Outstanding Loan Liability	Outstanding Loan Liability	Guarantee Limit	Commenced
Waverley Hockey Club	26,626	123,901	300,000	2011/12
	26,626	123,901	300,000	

8.2 Change in Accounting Standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2023 reporting period. Council assesses the impact of these new standards. As at 30 June 2023 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2024 that are expected to impact Council.

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 8 MANAGING UNCERTAINTIES (CONT'D)

8.3 Financial Instruments

(a) Objectives and Policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables) and payables (excluding statutory payables). Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market Risk

Market risk is the risk that the fair value or future cash flows of the Council's financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. The Council's interest rate liability risk arises primarily from long-term loans and borrowings at fixed rates which exposes the Council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. We manage interest rate risk by adopting an investment policy that ensures:

- ◇ Diversification of investment product
- ◇ Monitoring of return on investment
- ◇ Benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year-end result.

(c) Credit Risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause the Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the Council balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- ◇ Council have a policy for establishing credit limits for the entities dealt with;
- ◇ Council may require collateral where appropriate; and
- ◇ Council only invests surplus funds with financial institutions which have a recognised credit rating specified in its investment policy.

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 8 MANAGING UNCERTAINTIES (CONT'D)

8.3 Financial Instruments (Cont'd)

(c) Credit Risk (Cont'd)

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity Risk

Liquidity risk includes the risk that, as a result of the Council's operational liquidity requirements, it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- ◇ Has a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- ◇ Has readily accessible standby facilities and other funding arrangements in place;
- ◇ Has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- ◇ Monitors budget to actual performance on a regular basis; and

- ◇ Sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity Disclosure Analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months (base rates are sourced from Reserve Bank of Australia):

- ◇ A parallel shift of +1.5 per cent and -1.5 per cent in market interest rates (AUD) from year-end rates of 0.150 per cent.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 8 MANAGING UNCERTAINTIES (CONT'D)

8.4 Fair Value Measurement (Cont'd)

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. *AASB 13 Fair value measurement* aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities;

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Impairment of Assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive operating statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

Assessment of the impairment of assets has been undertaken as part of Monash internal work plan and there have been no impairment write-downs in 2022/23 and 2021/22.

8.5 Events Occurring After Balance Date

No matters have occurred after balance date that require disclosure in the financial report.

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 9 OTHER MATTERS

9.1 Reserves

(a) Asset Revaluation Reserves	Balance at beginning of reporting period	Revaluation Increment / (decrement)	Balance at end of reporting period
	\$'000	\$'000	\$'000
2023			
Property			
Land	2,266,084	-	2,266,084
Buildings	89,892	-	89,892
Infrastructure			
Roads and Footpaths	113,238	25,556	138,794
Drainage	130,787	33,819	164,606
Other Infrastructure	9,529	(333)	9,196
Other			
Plant and Equipment	11	-	11
Library Books	250	-	250
Art Collection	2,757	-	2,757
Total Asset Revaluation Reserves	2,612,548	59,042	2,671,590
2022			
Property			
Land	2,017,270	248,814	2,266,084
Buildings	77,258	12,634	89,892
Infrastructure			
Roads and Footpaths	113,238	-	113,238
Drainage	130,787	-	130,787
Other Infrastructure	9,529	-	9,529
Other			
Plant and Equipment	11	-	11
Library Books	250	-	250
Art Collection	2,757	-	2,757
Total Asset Revaluation Reserves	2,351,100	261,448	2,612,548

The asset revaluation reserve is used to record the increased (net) value of Councils assets over time.

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 9 OTHER MATTERS (CONT'D)

9.1 Reserves (Cont'd)

(b) Statutory Reserve	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
2023				
Drainage Reserve	8,414	752	(2,231)	6,935
Parking Reserve	4,422	722	(811)	4,333
Public Open Space Reserve	10,503	4,730	(6,963)	8,270
Total Statutory Reserves	23,339	6,204	(10,005)	19,538
2022				
Drainage Reserve	8,267	749	(603)	8,414
Parking Reserve	4,731	(45)	(263)	4,422
Public Open Space Reserve	9,552	6,311	(5,360)	10,503
Total Statutory Reserves	22,550	7,015	(6,226)	23,339

Drainage Reserve

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

Parking Reserve

Currently where a development is considered to increase the parking requirements of a centre, the developer is required to pay a predetermined amount per additional parking space required.

Public Open Space Reserve (POS)

The Monash Planning Scheme requires that a person who proposes to subdivide land must make a contribution to the 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. These funds are then used to either upgrade recreational facilities in existing open space areas or provide additional open space in the municipality.

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 9 OTHER MATTERS (CONT'D)

9.1 Reserves (Cont'd)

(c) Discretionary Reserves	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
2023				
Development Reserve	3,704	-	-	3,704
Superannuation Reserve	5,500	-	-	5,500
Total Discretionary Reserves	9,204	-	-	9,204
2022				
Development Reserve	3,704	-	-	3,704
Superannuation Reserve	5,500	-	-	5,500
Total Discretionary Reserves	9,204	-	-	9,204

Development Reserve

This is a discretionary reserve to provide for future capital upgrades.

Superannuation Reserve

This is a discretionary reserve to provide funding towards any future call to top-up the Defined Benefit category of Vision Super.

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 9 OTHER MATTERS (CONT'D)

9.2 Reconciliation of Cash Flows from Operating Activities to Surplus

	2023	2022
	\$'000	\$'000
Surplus for the year	15,821	18,206
Depreciation	32,658	30,347
Amortisation - Intangible Assets	2,551	1,573
Amortisation - Right-of-Use Assets	1,658	1,670
Net Gain/(Loss) on disposal of Property, Infrastructure, Plant and Equipment	(198)	(568)
Non-monetary contributions	(616)	(4,783)
Capitalised Salaries (Note 4.1)	(5,343)	(4,313)
Share of loss from Clayton Joint Venture	381	(328)
Change in operating assets and liabilities		
(Increase)/Decrease in Receivables	(6,141)	(780)
(Increase)/Decrease in Prepayments	(140)	(38)
(Increase)/Decrease in Current Refundable Deposits	1,464	1,365
Increase/(Decrease) in Other Liabilities	2,399	(4,218)
Increase/(Decrease) in Payables	5,213	(567)
Increase/(Decrease) in Current Provisions	35	17
(Decrease)/Increase in Non-Current Provisions	123	(101)
Net cash provided by operating activities	49,865	37,483

Notes to the Financial Report

For the Year Ended 30 June 2023

NOTE 9 OTHER MATTERS (CONT'D)

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Operating Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2023, this was 10.5 per cent as required under Superannuation Guarantee (SG) legislation (2022: 10.0 per cent)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Monash City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. A triennial actuarial investigation is currently underway for the Defined Benefit category which is expected to be completed by 31 December 2023. Council was notified of the 30 June 2023 VBI during August 2023 (2022: August 2022). The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns	5.7% pa
Salary information	3.5% pa
Price inflation (CPI)	2.8% pa.

As at 30 June 2022, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.2 per cent. The financial assumptions used to calculate the VBI were:

Net investment returns	5.5% pa
Salary information	2.5% pa to 30 June 2023, and 3.5% pa thereafter
Price inflation (CPI)	3.0% pa

Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Vision Super has advised that the estimated VBI at June 2023 was 104.1 per cent.

The VBI is used as the primary funding indicator. Because the VBI was above 100 per cent, the 30 June 2022 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 9 OTHER MATTERS (CONT'D)

9.3 Superannuation (Cont'd)

Employer contributions

Regular contributions

On the basis of the results of the 2022 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2023, this rate was 10.5 per cent of members' salaries (10.0 per cent in 2021/22). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2022 interim valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97 per cent.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2022 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2022 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2022 (Interim) \$m	2021 (Interim) \$m
- A VBI Surplus	44.6	214.7
- A total service liability surplus	105.8	270.3
- A discounted accrued benefits surplus	111.9	285.2

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2022.

Notes to the Financial Report For the Year Ended 30 June 2023

NOTE 9 OTHER MATTERS (CONT'D)

9.3 Superannuation (Cont'd)

The 2022 interim actuarial investigation surplus amounts (Cont'd)

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2022.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2022.

The 2023 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2023. It is anticipated that this actuarial investigation will be completed by 31 December 2023. The financial assumptions for the purposes of this investigation are:

	2023	2020
	Triennial investigation	Triennial investigation
Net investment return	5.7% pa	5.6% pa
Salary inflation	3.50% pa	2.50% pa for the first two years and 2.75% pa thereafter
Price inflation	2.8% pa	2.0% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2023 are detailed below:

			2023	2022
Scheme	Type of Scheme	Rate	\$'000	\$'000
Vision Super	Defined Benefit	10.50% (2022:10.0%)	375	383
Vision Super	Accumulation	10.5% (2022:10.0%)	3,947	3,677
Australian Super	Accumulation	10.5% (2022:10.0%)	914	545
Hesta Super	Accumulation	10.5% (2022:10.0%)	748	661
Other Funds	Accumulation	10.5% (2022:10.0%)	2,354	1,724

NOTE 10 CHANGE IN ACCOUNTING POLICY

There have been no changes to accounting policies in the 2021/22 and 2022/23 financial year.



CITY OF
MONASH

Monash Civic Centre | 293 Springvale Road, Glen Waverley, 3150 | 8.30am-5pm | Monday - Friday

Oakleigh Service Centre | 3 Atherton Road, Oakleigh, 3166 | 8.30am-5pm | Monday - Friday

9518 3555 | www.monash.vic.gov.au | mail@monash.vic.gov.au

National Relay Service (for people with hearing or speech impairments) 1800 555 660

Monash Interpreter Service

普通话	4713 5001	Việt Ngữ	4713 5003	हिंदी	4713 5005	한국어	4713 5010	தமிழ்	4713 5021
廣東話	4713 5002	Ελληνικά	4713 5004	Italiano	4713 5008	සිංහල	4713 5020	Other languages	4713 5000

