



CITY OF  
MONASH

# Annual Report 2014/15



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# Section One

## Highlights



# WELCOME

Monash Council is pleased to present our Annual Report for the 2014/15 financial year.

All Victorian councils are required to submit an Annual Report to the Minister for Local Government by 30 September each year, as we have done.

We also see this Annual Report as an opportunity to report back to our community on our performance, openly and honestly.

We have set the report out in the following sections to make it easier to read:

## Section 1 Highlights (page 4 to 39)

A snapshot of our major highlights and achievements during the year including major projects, sustainability initiatives, advocacy, how we engage and consult with our community, events calendar, awards, grants and funding, services we provide to our community, Mayor's Message, CEO's Message and a financial summary of our operations.

## Section 2 Governance (pages 40 to 55)

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

## Section 3 Our Council (pages 56 to 65)

Featuring our Councillors, staff numbers, organisation structure, equal opportunity, training and development and occupational health and safety.

## Section 4 Our Key Directions and Our Principles (pages 66 to 111)

Details how we have met our four key Strategic Directions and Our Principles set out in our Council Plan 2013-2017. These are: Ensuring our City has inviting places and spaces; Achieving a healthy and active Monash; Fostering confident and connected communities; Taking action for our future; and Progressive governance and strong leadership.

## Section 5 Official Statements (pages 112 to 123)

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

## Section 6 Financials (pages 124 to 169)

Detailed account of our financial statement for the year.

## Section 7 Other Information (pages 170 to 171)

Includes a glossary which explains some terms used in the report.

# SNAPSHOT OF MONASH

Monash is a culturally diverse community in Melbourne's south-east suburbs. We are home to 185,037 residents, making us one of the most populous municipalities in Victoria.

Our City is 81.5 square kilometres and includes the following suburbs: 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.

## Key facts:

- » 45% of our residents were born overseas, having come from more than 45 different countries
- » 30% of residents aged over 15 have a bachelor university degree or higher qualification
- » Together, businesses in Monash provide 118,076 jobs. This makes us the second largest employment destination in Melbourne, after the Central Business District
- » The median age of our residents is 38 years old, a little older than Greater Melbourne (36 years) and we have a significantly higher proportion of residents aged older than 64 years (17.2%) compared with Greater Melbourne (13.1%).

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## Indigenous Acknowledgement

Monash Council acknowledges the traditional owners of the land and pays our respects to their elders both past and present.

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## Our Vision for Monash

An inviting City, diverse and alive with activity, designed for a bright future.

## Our Mission

Making a difference through commitment, expertise and leadership.

## Our Values

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

- » **Responsiveness** – Communicate in an open and transparent way and continue to improve the way we deliver our high level of service
- » **Impartiality** – Communicate and treat people equally in the interests of Council and community
- » **Accountability** – Work professionally, efficiently and effectively in our roles to achieve Council directions, policies and objectives
- » **Respect** – Communicate and treat people fairly, objectively and with respect
- » **Integrity** – Communicate honestly, abiding by applicable laws while undertaking public and professional duties.

## Interesting statistics for 2014/15

- » \$33.1 million was spent on 339 capital works projects
- » \$2.6 million was provided through Council's Community Grants program
- » 4,000 residents accessed our Home and Community Care program
- » 117,535 trees, shrubs and ground covers were planted
- » 72,425 tonnes of waste (garbage, recycling materials, and green waste) was collected
- » 1.9 million of library items borrowed and online transactions
- » 37,619 people attended our leisure & aquatic facilities
- » 762 full time equivalent staff employed by Council
- » 56,552 people attended festivals and events staged by Council
- » 8,041 energy efficient globes were installed in street lights which will cut Council's greenhouse gas emissions by 18%
- » 28 listening posts were held out in the community to hear and discuss local issues with residents
- » 174 playgrounds and 82 sportgrounds were maintained
- » 1,200 kilometres of underground pipes and 42,000 stormwater pits were maintained
- » 166,000 calls were answered by our Customer Service team
- » 16.2 kilometres of footpaths was maintained
- » 1,025 instances of graffiti were removed from Council-owned community property.

# PERFORMANCE HIGHLIGHTS FOR 2014/15

Below is a snapshot of the Major Initiatives we set out to achieve in 2014/15.

More information on all of the initiatives undertaken in 2014/15 can be found on pages 18 - 29.

## 1 DIRECTION Ensuring our City has inviting places and spaces

### Major initiatives in 2014/15

Further enhance Valley Reserve in Mount Waverley into a regional destination park by installing environmentally sensitive playspaces, adventure spaces, improved walking trails and amenities for children, teens and adults

Upgrade Pavilions at Ashwood Reserve, Ashwood and Capital Reserve, Glen Waverley

Develop an Expression of Interest to test the feasibility of developing the land bounded by Springvale Road, Coleman Parade, Kingsway and Railway Parade North in Glen Waverley

Install signage at Activity Centres across Monash

### Result

**Progressing.** 'SPARC in the Park', Monash's first major intergenerational playspace, has been built in Valley Reserve. Construction was delayed due to wet weather. The playspace opened in late August 2015.

**Progressing.** These pavilion upgrades are now being completed over two financial years. Both are expected to be completed by late 2015.

**Complete.** Expression of Interest (EOI) documents were completed in early February 2015. On 24 February Council decided to defer the EOI process until its October 2015 meeting to allow the EOI documents to be refined regarding the replacement of car parking and the desired specification for the provision of the library/community hub and civic plaza.

**Progressing.** The signage was installed in August and September 2015.

## 2 DIRECTION Achieving a healthy and active Monash

### Major initiatives in 2014/15

Introduce a synthetic playing surface at Jack Edwards Reserve in Oakleigh

### Result

**Complete.** The synthetic pitch at Jack Edwards Reserve was completed in February 2015. It increases sporting opportunities for local children as synthetic turf can be played on more regularly than natural turf.

## 3 DIRECTION

### Fostering confident and connected communities

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#### Major initiatives in 2014/15

Engage a Place Manager to work with community members, local agencies and traders to strengthen the community and build community capacity in each of the following localities:

1. Oakleigh and Glen Waverley
2. Ashwood/Chadstone

#### Result

##### **Both Complete.**

1. A Place Manager for Oakleigh has been engaged and will also be the place manager for Glen Waverley, taking on that role in 2015/16. The draft Community Action Plan for Oakleigh is nearing completion. Feedback from the community on the main themes and key actions has been received and will be incorporated into the plan. Strong networks and connections have been made including facilitating partnerships with MonashLink (now called Link Health and Community) and supporting the traders to grow and develop working relationships with the Monash Pride Crew.
2. Place Manager for Ashwood/Chadstone has been engaged. A draft action plan has been developed. Strong networks and community connections have been made.

## 4 DIRECTION

### Taking action for our future

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#### Major initiatives in 2014/15

Manage the changeover of Council's current 80WMV (mercury vapour) streetlights to more sustainable street lighting

Complete Stage Three of the Monash Enterprise Centre by constructing the Eastern Innovation Business Centre

#### Result

- Complete.** The \$2.8 million project to install energy efficient globes in 8,041 streetlights was completed. The project will cut Council's greenhouse gas emissions by 18%, save millions of dollars through lower electricity bills and maintenance costs, and provide stronger lighting of local streets.
- Complete.** Construction of the Eastern Innovation Business Centre, associated car parking, landscaping and water recycling was completed. The unique business centre will provide crucial support services to start-up small businesses in Melbourne's east and south east.

## OUR PRINCIPLES

### Progressive governance and strong leadership

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#### Major initiatives in 2014/15

Complete Best Value Reviews

Deliver Council's Capital Works Program – a minimum of 90% annually

Conduct a tender for an Electronic Document Management System (EDMS) for Council

#### Result

- Complete.** The final Best Value report for Community Development and Services was completed in July 2014. All reviews have now been completed.
- Complete.** The Capital Works Program has achieved 95.7% completion with a total expenditure of \$33.1 million. The program included 339 projects across the eight asset groups.
- Complete.** The tender closed in May 2015. It was awarded at Council's meeting in September 2015.



# WHERE THE \$\$\$ GOES

Council collected \$101.2 million in rates in 2014/15. This is a breakdown of how Council allocated funds, for every \$100 allocated.

Please note: some of these areas also receive income (fees, grants etc) which is not accounted for in the figures used here.

**\$4.32**

LOCAL LAWS,  
SCHOOL CROSSINGS &  
FOOD INSPECTIONS

**\$5.66**

PLANNING & BUILDING PERMITS,  
ECONOMIC & URBAN DEVELOPMENT

**\$2.73**

GOVERNANCE &  
ADMINISTRATION



**\$2.93**

PROPERTY MAINTENANCE  
& INSURANCE



**\$13.97**

WASTE COLLECTION, STREET & PUBLIC FACILITIES CLEANING





**\$7.72**

CHILDREN, YOUTH,  
FAMILY SERVICES &  
IMMUNISATIONS



**\$7.03**

AGED &  
DISABILITY SERVICES

**\$18.74**

BUILDINGS, ROADS,  
FOOTPATHS & DRAINAGE

**\$7.64**

PARKS & SPORTS  
GROUNDS  
MAINTENANCE



**\$6.09**

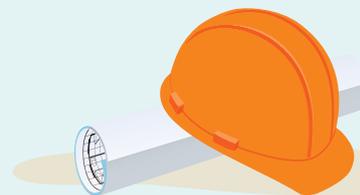


LIBRARIES, ARTS & CULTURE

**\$14.14**



RECREATION & AQUATIC CENTRES



**\$9.03**

ENGINEERING & TRAFFIC MANAGEMENT

# MAYOR'S MESSAGE

## I am delighted to present Monash Council's 2014/15 Annual Report.

It has been a year of great achievements that have improved the liveability of our municipality, now and into the future.

On the financial side, Council is now debt-free, for the first time in our 21 year history. This means the money that we were previously spending paying interest on our debts can instead be invested in services for the community. Being debt free means we are in a solid position as we face the introduction of the State Government rate capping regime in 2016.

Also on the financial side, Monash continues to have the lowest average rates (per head of population) of all Victorian councils. This is no fluke - it is the result of a concerted effort by Councillors and Council staff to keep Council's costs as low as possible.

We also decided to introduce a \$50 rates rebate for local pensioners. Together with a \$213 State Government pensioner rebate, this should provide financial relief to Monash's 13,500 pensioners.

On the community services side, we've introduced some fantastic new facilities this year. The first Council-funded synthetic soccer pitch, installed at Jack Edwards Reserve in Oakleigh, provides more sporting opportunities for local children. The major new regional playspace in Valley Reserve, Mount Waverley, appeals to all ages and has already become a huge hit with the community since it opened in August 2015.

Our advocacy efforts have continued this year on your behalf. Transport continues to be an ongoing concern for Monash residents. In the past year, we advocated alongside Monash University for the State Government to upgrade Huntingdale train station, to improve the connections between buses and trains and to make it safer and more attractive. We are so pleased that the State Government will begin a \$7.6 million upgrade of the station next year.

Council and the community have also campaigned for many years for the removal of the notorious level crossing in Clayton Road, Clayton. The State Government has committed to removing this level crossing, alongside level crossings in Centre Road (Clayton) and Poath Road (Hughesdale), by 2018. We are meeting regularly with the State Government to discuss how the replacement stations at Clayton and Hughesdale can be as attractive and functional as possible.

We continue to support Waverley Park residents in their battle with developer Mirvac to get the estate's powerlines put underground. This is something residents were promised in their sale contracts when they bought their properties. Council engaged a senior barrister to argue on behalf of residents at an independent panel hearing which was held in December 2014. At the time of preparing this annual report, the State Government

was yet to announce its decision on whether Mirvac would be required to put the powerlines underground. It is an anxious time for the residents and Council will continue to do what we can to support them.

During my Mayoral year, I have been passionate about highlighting initiatives aimed at preventing violence against women. Council has made a submission to the Royal Commission into Family Violence and will continue to support the work of campaigners like Australian of the Year 2015 Rosie Batty. Through Monash's Generating Equality and Respect Program, we have demonstrated the importance of achieving gender equality to tackle the scourge of violence against women.

Over the coming year, our focus on improving the physical infrastructure and appearance of local neighbourhoods will continue. In Council's 2015/16 budget, we increased funding for footpaths, pruning of street trees, and cleaning of local shopping strips such as Eaton Mall in Oakleigh and Kingsway in Glen Waverley. We've committed significant funds towards upgrading cycling and walking paths, local playspaces, and sports pavilions.

There are exciting times ahead for the great city of Monash.

I take this opportunity to thank Council's Chief Executive Officer Andi Diamond and the hard-working team at Monash for their work during the past year in delivering services and keeping costs as low as possible to benefit the community.



Paul Klisaris  
Mayor



# CEO'S MESSAGE

**I'm pleased to join with Mayor Paul Klisaris to present our community with this Annual Report on Council's performance.**

Over the past 12 months, we've had a strong focus on improving the three 'Cs': customer service, community consultation, and communication.

Our central Customer Service team has now been in place for more than two years and is really starting to kick goals. The team is now able to respond to more than 80% of the service requests we receive over the phone or at the counter, without needing to refer community members on to another Council department. This streamlined service makes things so much easier for our community.

Customer Service is not just the responsibility of our Customer Service team. I have made it clear to every staff member in our organisation that every single one of us has a responsibility to provide excellent Customer Service. To help lift performance across the organisation, we introduced a Customer Service Guarantee in late 2013. The guarantee has 40 specific targets setting out the service standards and timelines that our community can expect from us. Last year, we achieved or exceeded 25 of our 40 targets and came within 3% of achieving an additional 10 targets. Plans have been put in place to improve our performance in the five areas where we failed to achieve, or come within 3% of achieving, our targets.

In mid-2014, we made a decision to reach out to our community more and seek your opinions and feedback on Council services and local issues. We recognised we had a responsibility to actively seek out the opinions of our residents and not just wait for people to come to us. Over the following year, we held 28

"listening posts" in local parks and shopping centres on weekends and weeknights. Hundreds of residents have come along and raised issues with us, which we have then worked to fix. Some examples of the issues raised include: parking congestion in local streets, cracked footpaths, and the need for better play equipment in local parks.

Through talking to residents at "listening posts", we've also been able to develop a much better understanding of community views on big picture and long-term community priorities. For example, we have heard from many Monash residents that they are concerned about the style of residential re-development occurring in local neighbourhoods and the subsequent loss of vegetation. These residents said it was important to them that Monash's 'garden city' character be protected. Council is now proposing to bring in more protections through changes to residential zones.

While speaking of community consultation, we received great assistance from community members in developing an Age Friendly Plan for Monash. Twenty-one older community members volunteered to be Age Friendly Ambassadors and to go out and seek opinions from older residents about how we can make Monash more 'age friendly'. We received very valuable feedback, some of which we have already acted on. For example, we were told that it was sometimes difficult to move safely around Monash's neighbourhoods due to both the condition

of footpaths and obstructions on footpaths. We have increased funding for footpath upgrade works and the pruning of street trees. We also inspected all local streets for private vegetation that was overhanging/encroaching onto the footpath, and asked property owners to trim it back.

It is important that we meet our commitments to improve local community facilities and infrastructure. That's why I am pleased we exceeded our target for delivery of our Capital Works Program, completing 95.71% of the program over the year, well above the 90% target. It is also terrific that we took a major step forward in becoming an environmentally sustainable municipality. We did this by installing energy efficient globes in about 8,000 street lights, a measure that will reduce Council's greenhouse gas emissions by 18%.

The community's verdict on Monash is that you are noticing the improvements we are making. In an annual Community Satisfaction Survey undertaken in February 2015, our score for 'community consultation and engagement' increased by four points. Our score for 'making decisions in the interests of the community' increased by five points. We intend to keep pushing ourselves to be better.

Monash is a great place to live, work and play. I'm proud of what we are achieving together and I look forward to what we can do in 2015/16.



Andi Diamond  
Chief Executive  
Officer

# FINANCIAL SUMMARY

Council has returned an operating surplus of \$17.1 million, achieving a better than budget result by \$8.45 million in 2014/15. We also achieved a debt free status for the first time by repaying our loan portfolio of \$11.8 million, and still maintained a positive Working Capital Ratio at 149.3%.

## Operating Position

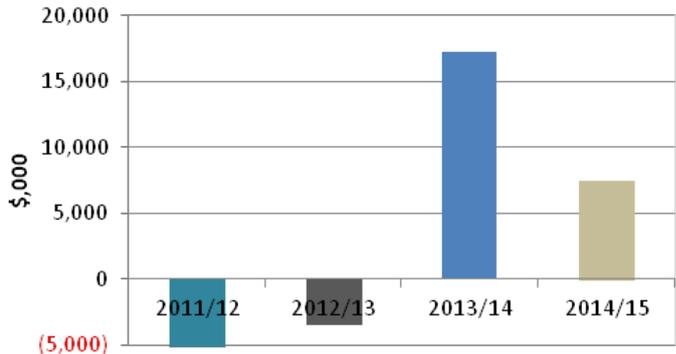
Council's comprehensive result of \$437.5 million is a significant increase on the previous year's result. This result includes other comprehensive income of \$420 million related to revaluation increments to infrastructure assets. This is due mainly to a significant increase in the value of Council-owned land assets. Council's year-end operating surplus of \$17.1 million (before the revaluation increment) compares favourably with the budgeted position of \$8.65 million. Although it is marginally lower than the 2013/14 result (\$18.1 million), that result included the proceeds from the sale of the Elizabeth Gardens aged care facility and the Monash Gardens aged care facility and independent living units and the de-recognition of the aged care refundable deposits (\$16.1 million).

The increased revenues/savings are offset by:

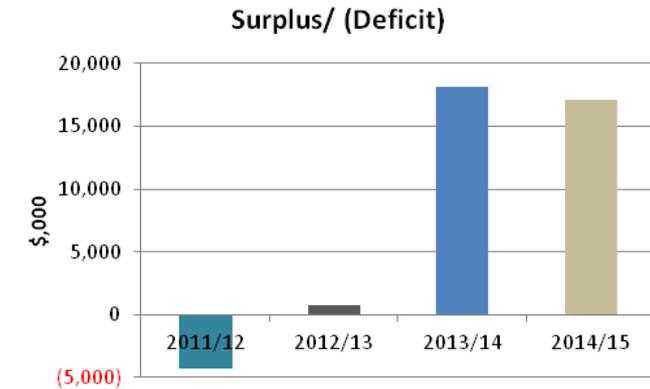
- » Employee costs higher than budget (\$1.6 million)
- » Depreciation expense higher than budget, related to revaluation increments in 2013/14 (\$1.0 million)
- » A negative adjustment for Council's equity investment in the Clayton Landfill related to an increased rehabilitation provision (\$2.23 million). It is not expected that Council will need to make any cash contribution related to rehabilitation costs at the landfill in the short-term (five-10 years).

The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a surplus of \$7.5 million.

### Adjusted Underlying Surplus/ (Deficit)



We have also achieved a debt free status for the first time, utilising funds reserved from the sale of the aged care facilities. We have repaid our loan portfolio of \$11.8 million.

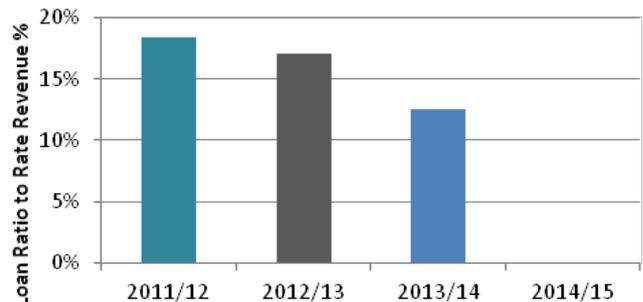


## Highlights & Variances

The major highlights/variances include additional revenues and savings of:

- » Higher than anticipated Public Open Space and drainage contributions (\$3.27 million)
- » Non-cash developer land contributions (\$3.47 million)
- » Grants higher than budget of (\$3.7 million) including pre-paid Victorian Grants Commission grants of (\$2.44 million)
- » Carbon tax refund - related to waste charges (\$1.2 million)
- » Other revenue better than budget including supplementary rates (\$0.4 million), fees & charges (\$0.76 million) and interest on investments (\$0.40 million)
- » Savings on the street light replacement project (\$0.70 million).

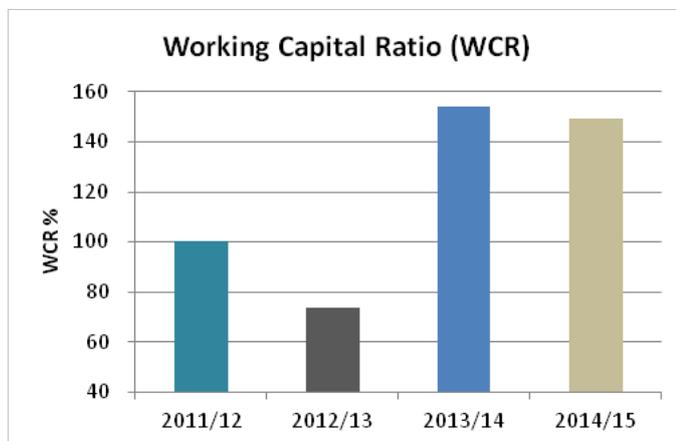
### Loans & Borrowings to Rate Revenue Ratio



## Liquidity

Our cash position has improved from a funds balance of \$45.7 million in 2013/14 to \$47.5 million in 2014/15. Council has also maintained a positive Working Capital Ratio (WCR) at 149.3%. The WCR result of 149.3% matches Council's strategy to maintain the Working Capital Ratio in a positive position in the short term. Council's result is an indicator of a satisfactory financial position and within the expected target band of 100% - 150%.

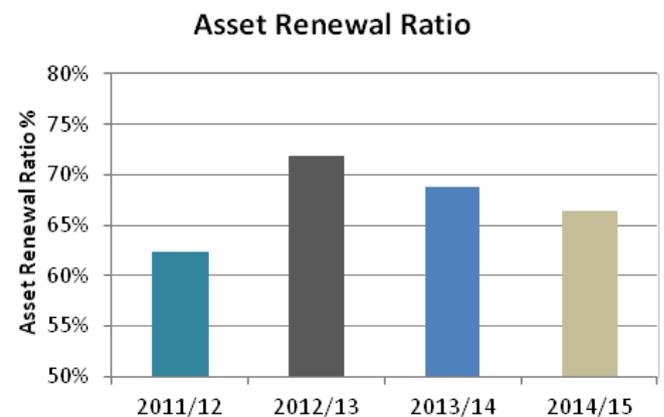
Council's long-term target is to increase and maintain the WCR above 150%. A WCR above 150% indicates that there are no immediate issues with repaying short-term liabilities as they fall due. The WCR measures the ability to pay existing liabilities within the next 12 months e.g. a ratio higher than 100% means there are more cash and liquid assets than short-term liabilities.



## 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 base capital works from recurrent revenue sources, capital subsidies and cash reserves. To bridge the infrastructure gap, Council invested \$27.6 million in renewal and upgrade works during the 2014/15 year.

Council's asset renewal ratio, which is measured by comparing asset renewal expenditure to depreciation, was 66.42% which is below the expected target of 100%. 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 2014/15, Council resolved to raise 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 6% was budgeted as forecast in Council's Strategic Resource Plan. Council received \$101 million from general rate revenue which included \$1.2 million of supplementary rates from new developments. Council planned for an annual increase in rates to maintain service standards, invest in capital works, and maintain and renew existing and ageing infrastructure.

Council's actual average rate per residential assessment of \$1,246 compares favourably to councils in the metropolitan area. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 63.14% for the 2014/15 year which is toward the top end of the expected target band of 40%-80%. This reflects the extent of Council's reliance on rate revenues to fund ongoing services.

# CAPITAL WORKS OVERVIEW

Council completed capital works to the value of \$33.16 million in 2014/15. A total of 95.71% of the capital works program was completed which exceeded the target of 90% set out in the Council Plan.

Capital works involved replacing, renewing and upgrading existing infrastructure, as well as creating new community infrastructure. Capital works included upgrades to roads, footpaths, drainage, parks, sportsground facilities such as libraries, leisure and child care centres.

**Below is an overview of expenditure and details of some of the major projects delivered in 2014/15:**

## **Buildings (Expenditure \$9.75M)**

- » Construction of the Eastern Innovation Business Centre which was built on Council land in Mulgrave. The Eastern Innovation Building Centre opened in August 2015 (\$5.3 million)
- » Commencement of construction of Ashwood Reserve and Capital Reserve pavilions in Glen Waverley. The work is to be completed over two financial years (\$741,000 spent in 2014/15)
- » Refurbishment of the Monash Aquatic & Recreation Centre air handling system (\$440,000)
- » Rectification works at Batesford Hub including air conditioning/airlock improvements (\$351,000)
- » Works to make various community facilities easier for people of all abilities to access. These works occurred at Oakleigh library, Monash Civic Centre, Notting Hill Neighbourhood House, Halcyon Day Care Centre and Ashwood Hall. There were also several access paths created near playgrounds and several footpath kerb ramps were replaced (total cost \$340,000)
- » Installation of an automatic public toilet at Mount Waverley shopping centre (\$247,000)
- » Works to improve various libraries and community buildings (Ashwood Hall, Clayton Hall, Oakleigh Hall, Mount Waverley Youth Centre and others) (total cost \$234,000)
- » Refurbishment and maintenance work at Preschools and Maternal Child Care Centres (total cost \$194,000)
- » Construction of meeting rooms at Notting Hill Neighbourhood House and improvement works at Wadham House in Mount Waverley (total cost \$192,000)

## **Plant And Equipment (\$6.04M)**

### **Plant, machinery and equipment (\$3.2M)**

- » Replacement of construction and maintenance plant and tools and light fleet (\$2.8 million)
- » Purchase and commissioning of cardboard and polystyrene compactors at the Waste Transfer Station (\$134,000)
- » Miscellaneous office equipment across Council's facilities (\$49,000)
- » Replacement of aquatic centre plant and equipment (\$46,000)
- » GIS Aerial photograph updates (\$39,000)
- » Communication equipment (\$19,000)

### **Fixtures, fittings and furniture (\$47,000)**

### **Computers and telecommunications (\$1.65M)**

- » Computer equipment (\$1.31 million)
- » Mobile equipment (phones, smart phones, tablets) (\$106,000)
- » Commencement of the Electronic Document Management System project to be delivered across three financial years (\$227,000 spent in 2014/15)

### **Library books (\$1.16M)**

- » Purchase of library books/library collections (\$1.16 million)

### **Art Acquisitions (\$55,000)**

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## Infrastructure (\$17.37M)

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### Roads (\$4.06M)

- » Local Road Reconstruction Program including completion of Atherton Road, Oakleigh. This reconstruction was funded by the Federal Government and Council and completed in July 2015. (\$2.3 million)
- » Completion of the Local Road Resurfacing Program including replacement of kerb and channel (\$818,000)
- » Car park improvement works at Gardiners Reserve, Burwood; Oxford Street, Oakleigh and Freeway Reserve, Mulgrave funded by Council and the Federal Government (\$361,000)
- » Local Area Traffic Management works including works in Prospect Street, Mount Waverley; Kangaroo Road, Hughesdale and Marykirk Drive, Wheelers Hill (\$203,000)

### Footpaths and cycleways (\$2.84M)

- » Footpath replacement, renewal and upgrade programs across Monash (\$2.5 million)
- » Bicycle network upgrade including completion of the section of the Blackburn Road shared pathway between Wellington Road and Normanby Road, Clayton (\$215,000)
- » Construction of new footpaths at Tally Ho Reserve, Mount Waverley; Prince Charles Street, Clayton and Police Road, Mulgrave (\$46,000)

### Drainage (\$2.88 million)

- » Strategic drainage works including completion of Phoenix Drive, Wheelers Hill - Calderwood Stage 2 that was started in the last financial year (\$1.3 million)
- » Upgrade of drainage funded through the Private Development Contribution Program within the Gardiners Creek catchment in Keogh Street, Burwood and within the Oakleigh catchment in Curran Street, East Oakleigh (\$947,000)
- » Urgent drainage works in McLochlan Street and William Street, Mount Waverley; Marriot Parade, Glen Waverley; Hilltop Avenue, Clayton and Park Road, Oakleigh (\$275,000)
- » Local drainage works in Bruce Street and Hillside Road, Mount Waverley and in Hertford Crescent, Wheelers Hill (\$240,000)

### Recreational leisure and community facilities (\$4.52M)

- » Construction of the first ever Council-funded synthetic soccer pitch at Jack Edwards Reserve in Oakleigh (\$1.35 million)
- » General reserve improvement works including works at Oakleigh and Glen Waverley golf courses, improvements to passive recreation reserves, creek and wetland works, furniture and signage renewal/upgrade and cricket nets and wicket covers (\$780,000).
- » Playground upgrades/renewal works in Beverley Grove, Mount Waverley; Jordan Reserve, Chadstone; Ashwood Drive, Ashwood; Brandon Park Reserve, Glen Waverley and Wellington Reserve, Mulgrave (\$630,000)
- » Development of a new play space "SPARC" (Socially inclusive, Playful, Active, Relevant, Connected) in the park at Valley Reserve (\$475,000)
- » Sports ground upgrade works at Larpent Reserve in Glen Waverley (\$367,000)
- » Sports ground lighting installation at various reserves including Jingella in Ashwood, Gardiners in Burwood, Central in Glen Waverley, Jack Edwards West and Scotchmans Run in Oakleigh and Tally Ho Tennis Club in Mount Waverley (\$313,000)

### Waste management (\$170,000)

- » Replacement of big bins and litter bins (\$170,000)

### Parks, open space and streetscapes (\$532,000)

- » Wetland and creek works (\$110,000)
- » Installation of furniture in parks and reserves (\$95,000)
- » Installation of drinking fountains (for both people and dogs) and dog poo bag dispensers in local parks (\$21,000)

### Other infrastructure (\$2.02M)

- » Projects to improve environmental sustainability including water harvesting at Tally Ho Reserve (Mount Waverley) and Jack Edwards Reserve (Oakleigh) to irrigate the turf playing fields, and the retrofitting of low energy fixtures and fittings across council's facilities (\$848,000)
- » Improvement works at Pinewood, Mount Waverley, Huntingdale, Clayton and Oakleigh shopping centres including furniture installation and signage upgrades (\$426,000)
- » Retaining wall renewal/reconstruction (\$106,000)
- » Raised pedestrian crossing at Hanover and Burlington Street, Oakleigh (\$94,000)
- » Bus shelters/accessibility improvements (\$44,000)

# MAJOR PROJECTS

## Cutting Greenhouse Gas Emissions

Council's largest-ever environmental initiative - the rollout of more than 8,000 energy efficient lights across Monash at a cost of \$2.8 million - was completed on time and below budget.

### The lights took five months to install and will:

- » Cut Council's overall greenhouse gas emissions by 18%
- » Save Council millions of dollars through lower electricity bills and maintenance costs over the next few years
- » Provide stronger lighting of local streets.

The savings made through reduced electricity bills and maintenance costs will offset the costs of the project in about six years.

## Protecting Monash's 'Garden City' Character

In October 2014, Council adopted a new Housing Strategy to protect the 'garden city' character of Monash, while also identifying preferred locations for increased housing intensity.

To provide more housing in Monash, higher density developments will be directed to areas in and around activity and neighbourhood centres and strategic sites within the Monash National Employment Cluster near Monash University's Clayton campus.

Council sought community feedback to help develop the strategy. There was a strong push from the community to protect the land in and around Damper,

Gardiner and Scotchmans creeks. In response to this, a new Creek Environs category was added. This resulted in Council developing detailed planning provisions to conserve the environmental significance and special urban character of these areas.

In mid-June 2015, Council began seeking community views on proposed changes to residential zones across Monash. These changes flow from the Housing Strategy.

## Valley Reserve Playspace

Stage one of the intergenerational adventure playspace at Valley Reserve in Mount Waverley was completed in August 2015. The playspace was designed using the key 'SPARC' principles:

- » Socially Inclusive
- » Playful
- » Active
- » Relevant
- » Connected

The playspace provides nature-based play opportunities for people of all ages and abilities and features adventurous rope climbing courses, a tree house (a popular request from local children), basket swing, sandpit, toddler slide and a double flying fox.

More than 500 local residents (including members of the Friends of Scotchmans Creek and Valley Reserve) contributed their ideas to help create Monash's first playspace of regional significance. Responding to the community desire to protect the reserve's bush

environment, the playspace is primarily located on a lawn clearing near the reserve's existing BBQ area.

Council has allocated \$490,000 funding in its 2015/2016 budget for the second stage of the project which will include an upgrade of the carpark and toilets and development of an educational trail and an area for outdoor classes including bush education.

Other Monash playspaces upgraded in 2014/15 were: Jordan Reserve (Chadstone), Brandon Park Reserve (Glen Waverley), Beverley Grove (Mount Waverley) and Wellington Reserve (Mulgrave). Improvements were also made to the playspace in Ashwood Drive (Ashwood) responding to feedback from local families.





## Anzac Avenues Of Honour

Council is commemorating the Anzac Centenary by raising the profile of the City's existing and former World War I Avenues of Honour in: Drummond Street, Oakleigh; High Street Road, Mount Waverley; Blackburn Road, Notting Hill; and Clayton/Carinish Road, Clayton.

Council contributed \$50,000 towards the project which includes tree planting and the installation of custom designed bollards to mark the length of the historic avenues of trees. The bollards feature a website address and QR code linked to the Monash Library website to provide further historical information to visitors wanting to know more about the avenues and their significance.



The community was invited to submit ideas for the project in August and September 2014. These were considered by a committee comprising local Returned Services League (RSL) members and chaired by the Mayor. On the recommendation of the committee, the commemorative bollards incorporate a subtle, botanical reference to the Australia and New Zealand Army Corps.

## New Council Website

In April 2015, Council launched a new website, making it easier for local residents to find the information they need.

The modern website features a fresh design that is easy for people to navigate and use, whether they are on a mobile phone, tablet or desktop computer. Key features of the website at [www.monash.vic.gov.au](http://www.monash.vic.gov.au) include:

- » A new section "See What's Around Me" where Monash residents can type in their address and then be advised of parks, events and community facilities in their neighbourhood. This feature can also be used to find dates for bin collection and annual hard rubbish collection
- » Community groups can upload information and photos about their group and upcoming events to an online community directory
- » An improved search facility that can predict what people are searching for (after just a few letters are entered)
- » A 'responsive' design where the layout automatically adapts to the size of the screen whether the website is being viewed on a desktop computer, tablet or mobile phone.

The Monash Public Library Service and Monash Youth and Family Services websites also underwent similar redevelopments.



## Boost For Sporting And Leisure Facilities

Several sporting facilities in Monash received upgrades including:

- » Jack Edwards Reserve in Oakleigh where the first Council-funded synthetic sporting pitch was completed in February 2015. This project increases sporting opportunities for local children as synthetic surfaces are more durable than natural turf
- » The sporting pavilions at Ashwood Reserve and Capital Reserve (Glen Waverley) are being upgraded over the 2014/15 and 2015/16 financial years. The sportsground at Larpent Reserve (Glen Waverley) was upgraded.

Improvements were also made to the local bike network, in response to feedback from local residents who said Monash needed better bike paths. Bike-focused projects over the past 12 months have included:

- » Creating a three metre wide shared concrete path along a 690-metre stretch of Blackburn Road in Clayton, replacing an existing 'goat track'. Monash University contributed \$70,000 towards the \$180,000 project as the path will also benefit the university's staff and students
- » Establishing a Monash Bicycle Users Group which provides local cyclists with an avenue to share information and to advocate for bike path improvements.

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## Preventing And Reducing Gambling-Related Harm

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Clayton CANVAS was developed in response to Monash Council's concerns over the impact that poker machines, online gambling and sports betting are having on the Clayton community. Council was awarded \$205,052 by the Victorian Responsible Gambling Foundation to deliver the Clayton CANVAS program between 1 July 2014 and 30 June 2015. This funding allowed Council to employ a dedicated officer to deliver the program.

Monash Council's 2013 municipal-wide research into the impacts of problem gambling identified Clayton as a hot spot for gambling-related harm in Monash. Clayton has a very high density of poker machines per adult population, nearly twice the Victorian average.

Clayton CANVAS is a site-based pilot prevention program saturating the Clayton community, including Clarinda and Clayton South, with a range of initiatives and activities targeting at-risk groups where they live, work, study and play including:

- » People of Asian backgrounds (especially young people)
- » International students
- » Older people experiencing social isolation
- » People from low socio-economic backgrounds
- » Young males who play football and cricket.

### Some of the major achievements were:

- » Workshop to increase the capacity of professionals working with young people to recognise the positive and negative impacts of video gaming and links with gambling
- » Monash Innovators: a professional volunteer program offered to international students at Monash University (Clayton Campus) so they could learn about gambling-related harm and apply their skills and creativity to develop innovative evidence-based ideas for responding to the issue locally
- » The Autumn Nights program which offered safe, social, evening activities in non-gambling environments for older people who may be socially isolated
- » An 11-week leadership program for international students in Clayton during which they were given the responsibility to plan, develop and facilitate a community video gaming event, exploring links between gaming and gambling. The video gaming event 'Arkadia 2K15' for families and young people attracted 300 attendees.

The Clayton CANVAS program has been delivered in partnership with Gamblers Help Eastern/EACH, Kingston Council and the Clayton, Clayton South and Clarinda Community Leadership Group.

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## Eastern Innovation Business Centre

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With its doors opening in August 2015, this unique business centre will provide crucial support services to start-up small businesses.

Council built the centre in Hartnett Close (Mulgrave) using \$4.75 million of Federal Government funding from the Regional Development Australia Fund. The State Government provided \$245,000 towards the project from its \$50 million Living Victoria Fund and \$30,000 from the Department of Environment and Primary Industries.

The centre will help innovative small businesses develop their products and grow their businesses.

Start-up and micro businesses are offered ongoing support through expert mentoring, training and education and there is the opportunity for collaborative projects. The centre offers



different types of working environments to suit all small businesses. Laboratories, 25 hot desks, collaborative areas and private office spaces, as well as meeting spaces and printing and reception facilities, are available.

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## Atherton Road Upgrade Completed

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**A \$2.3 million upgrade of Atherton Road (Oakleigh) was completed in July 2015. This was one of the largest road and footpath projects Council has undertaken in recent years and took 15 months to complete.**

The footpath, nature strip and kerb and channel along a 900-metre stretch of the road (between Dandenong Road and Clyde Street) were replaced, the road was resurfaced and the drainage was upgraded. The reshaping of the road has resulted in improved conditions for cyclists.

This was the first upgrade to this section of Atherton Road in more than 50 years. The road, which is the major entry point to the Oakleigh shopping precinct, remained open during the works.

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## Creating An Age Friendly Monash

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**Council sought significant community input to develop a five-year plan which will make Monash an 'age friendly' municipality.**

The 'Age Friendly Monash Plan' includes social, educational and health promotion activities that will impact positively on residents aged 60 years and older. Community feedback demonstrated support for the actions outlined in the plan and the belief that the plan will have a positive impact on senior residents and the wider community as a whole.

A draft plan was developed after Council sought the ideas and views of older community members. Council was greatly assisted by 21 Age Friendly Ambassadors who volunteered their time and expertise to visit groups of older residents to seek their views. Matters raised in these discussions were included in the draft plan. The final plan was adopted by Council on 30 June 2015.



# SUSTAINABILITY INITIATIVES

## Cardboard Compactor To Boost Recycling By 50%

A \$79,200 state-of-the-art cardboard compactor - launched at the Monash Waste Transfer and Recycling Station in June 2015 - is expected to increase the amount of cardboard recycled in Monash by 50%.

Residents, businesses and community groups now can drop off any amount of cardboard for free at the transfer station, where it will be compacted on site before being transported for recycling.

Council contributed \$53,623 towards the project which involved upgrading the power at the transfer station to run the compactor. Other funding came from the Australian Packaging Covenant (\$20,000) and Sustainability Victoria (\$20,000).

A new polystyrene extrusion machine has also been installed at the transfer station so residents can now drop off household amounts of polystyrene for recycling, free of charge. The total cost of this project, which was part funded by the Metropolitan Waste Recovery Group, was \$40,055.

## Support For Garage Sale Trail

On national Garage Sale Trail day, 76 garage sales were held in Monash. This event – held on 25 October 2014 – is aimed at decreasing the amount of goods being sent to landfill.

Local residents and community organisations held the sales, which not only helped the environment, but led to people getting out and meeting others in their neighbourhood, fostering a sense of community spirit.



A survey of people who participated revealed that 50% said they now think differently about what they throw out and 75% were more aware of which items can be reused and recycled.

This was the second year that Council supported and promoted the Garage Sale Trail as part of our commitment to a more environmentally friendly Monash.

## New Environmental Sustainability Strategy

Council has invited the community to participate in developing a new environmental sustainability strategy for Monash. In March and April 2015, information sessions were held where residents and local businesses were encouraged to share with Council what they believe should be the focus and priorities of the strategy. Community members of Council's Environmental Advisory Committee have formed a working group that has been assisting Council in the development of the new strategy.

Development of the strategy has included a review of the Monash Environmental Sustainability Road Map which Council adopted in 2011. One of the objectives of the Road Map was to reduce Council's greenhouse gas emissions by 20% by 2020 (compared to 2010 levels). This target is expected to be achieved with the completion of the installation of more than 8,000 energy efficient globes in street lights (see story in Major Projects section on page 18).





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## Solar Panels Offer

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In mid-2015, Monash residents received a special offer to purchase a quality solar power system at a discounted rate, as part of a bulk buy program supported by Council.

Interested residents had until 30 June 2015 to sign up to purchase the system through Positive Charge, a not-for-profit organisation that is run by sustainability experts. The solar power system came with a 25 year warranty on the panels and a 10 year warranty on the inverter and installation.

Council subscribed to the Positive Charge initiative so residents could get support and expert advice on energy efficiency to help them switch to an environmentally sustainable future.

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## Waste & Recycling Guide

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In April 2015, Council produced a Waste and Recycling Guide that was delivered to all Monash households. The guide promotes the waste services available through Council so residents understand how to use and get value from these services. It also encourages people to dispose of their waste in the most environmentally-friendly way possible.

Through the use of pictures, the guide shows which items can be placed in household recycling bins. It includes an A to Z listing explaining how people can recycle common items such as batteries, mobile phones and pot plants.

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## Recycling Tours

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**Council continues to run Follow Your Recyclables tours of the Clayton Landfill and the ReThink Centre to help people understand what happens to the items they put in their bins.**

The tours are held during National Recycling Week in November and take people through the sorting and recycling process. For the last two years, a tour has also been offered during World Environment Day week in June. The tours have proved popular with local residents and groups.

# ADVOCACY

## Smoking Ban In Outdoor Eating Areas

Council has continued to call on the State Government to introduce a ban on smoking in outdoor eating areas. In February 2015, Mayor Paul Klisaris wrote to the Minister for Health Jill Hennessy asking her to give priority to introducing a statewide ban. This followed similar pleas Council made to the former Premier Ted Baillieu. The Monash community is strongly in support of a ban, with 75% of residents surveyed saying they approve.

In August 2015, Council welcomed the State Government's announcement that it would introduce a ban on smoking in outdoor dining areas from 1 August 2017.

Council has been a strong leader in reducing the harm caused by smoking. In 2007, Monash was the first council in Victoria to introduce a ban on smoking near playgrounds. This ban now applies across Victoria.



Eaton Mall, Oakleigh

## Taking A Stand On Power Lines At Waverley Park

Council continues to support the Waverley Park Residents Action Group's long campaign to have developer Mirvac put the estate's high voltage power lines underground. It is a condition of Mirvac's 2002 planning permit for the estate that the power lines be put underground, however Mirvac is seeking to have this condition removed.

In 2014, the State Government appointed the Waverley Park Transmission Lines Advisory Committee to consider Mirvac's request and to provide independent advice to the Minister for Planning. The committee held a public hearing in December 2014. Council engaged a barrister to present a strong case that Mirvac should comply with its planning permit.

The Committee has produced a report which it submitted to the Minister for Planning in February 2015. The Minister can choose to go with the recommendations made by the advisory committee or make his own decision. In April 2015, Council wrote to the Minister seeking an update but, at the time of preparing this annual report, we had not yet received a response.

## Level Crossings To Go

In March 2015, the State Government announced that nine level crossings on the Cranbourne - Pakenham line would be removed including those in Clayton Road and Centre Road (Clayton) and Poath Road (Hughesdale). It also announced that the Clayton and Hughesdale stations would be re-built.

This news was welcomed by Council which has been lobbying for many years to have the Clayton crossing, in particular, removed. We are meeting regularly with the State Government to discuss how the replacement stations can be made as attractive and functional as possible.

## Huntingdale Station Bus Interchange Upgrade

In its 2015 budget, the State Government announced a \$7.6 million upgrade to the bus interchange at Huntingdale Station plus associated car parking improvements. Council had advocated, alongside Monash University, for a safer, more attractive and welcoming station.

Council urged the State Government to seal the large car park off the continuation of Huntingdale Road into North Road and to properly mark parking bays in this area.

In September 2015, the State Government announced it would seal and line mark the dirt car park as part of the station upgrade.



## Kindergarten Funding

Monash supported a successful campaign to ensure that four-year-olds continue to receive 15 hours of kindergarten each week. The Federal Government funding had been set to end in December 2015.

Council was delighted when the Federal Government announced in May 2015 that it would continue to fund five hours of kindergarten each week, which is additional to the 10 hours of kindergarten funded by the State Government.

## 24 Hour Police Station For Mount Waverley

Mount Waverley residents were promised a 24 hour police station by the former State Government during the 2010 state election campaign. However, in June 2014 it was revealed that following a long-awaited refurbishment, the Mount Waverley Station would only open 16 hours per day.

More than 1,000 people signed a Council-organised petition, asking for the Napthine Government to fulfill its election promise of a 24 hour police station. The former Napthine Government acknowledged the petition and said Victoria Police was assessing the future infrastructure requirements of the Monash Police Service area. With the election of a new State Government in November 2014, it is unlikely that a 24 hour police station will be provided in Mount Waverley, given the current State Government has never promised to provide one.

## Plea For Profits From School Sites To Be Re-Invested In Monash

In 2014, Council urged the Napthine State Government to spend the reported \$97 million it received from the sale of five former school sites on local projects. The residential redevelopment of these sites will reduce public open space substantially. Therefore, Council believes it is only fair that the State Government put this money back into infrastructure in the Monash community.

Some of the projects Council nominated for funding included: the Huntingdale Railway Station interchange; construction of the shared cyclist/pedestrian path along Blackburn Road from Wellington Road to Normanby Road; and new sports pavilions at Scammell Reserve and Warrawee Park. The former State Government did not respond to Council's request.

## Enough Pokies Campaign

From April to November 2014, Council instigated and led a statewide local government advocacy campaign "Enough Pokies", which gained the support of more than 70 councils, the Municipal Association of Victoria and the Salvation Army and \$60,000 in campaign funding from 13 councils. Monash Council's 2014 Mayor Cr Geoff Lake was spokesperson for the campaign.

The campaign was executed in the lead-up to the Victorian State Election in November 2014 and was designed to expose the gambling industry's targeted concentration of pokies in Victoria's most disadvantaged communities. "Enough Pokies" called on the major political parties to support critical system reform to pokies licensing. More than \$114 million was lost on poker machines in Monash in the 2014/15 financial year, the fourth highest amount of losses in any Victorian council area.

The "Enough Pokies" campaign was successful in bringing together an unprecedented coalition of councils to fight for pokies licensing reform. Three major "Enough Pokies" community events were held; eight Mayor-led "Enough Pokies" roundtables were coordinated by Monash Council and weekly media release templates were sent to more than 70 councils across the state for dissemination in local government areas. "Enough Pokies" achieved national and statewide coverage in The Age, Herald Sun, The Guardian and ABC.

"Enough Pokies" attracted 16,000 pledges of community support for the campaign, with 10,000 pledges coming from the Monash community.

"Enough Pokies" has devised a set of legislative amendments to the Gambling Regulation Act to provide better protection to vulnerable communities from the inappropriate placement of pokies. The Labor State Government has agreed to review these amendments.

## Concern About Proposed Changes To Racial Discrimination Act

Council welcomed the Abbott Government's decision to withdraw its proposed changes to the Racial Discrimination Act 1975. The Government had proposed repealing parts of the Act including Section 18C which makes it unlawful to publicly "offend, insult, humiliate or intimidate" a person (or a group of people) because of their race, colour, national or ethnic origin.

At its April 2014 meeting, Council voted unanimously to oppose the proposed changes and also endorsed Council's submission to the Federal Attorney-General's Department advising of its strong opposition to the proposed changes. In August 2014, the government decided not to proceed with the proposed changes.

## Call To Retain Waverley Park Oval As Public Open Space

Council has expressed disappointment at the Hawthorn Football Club's decision to leave Waverley Park over the next five to 10 years to establish a new, larger facility at a site in Dingley. Having an AFL club based in Monash has added to the City's sporting culture and created an extra buzz, especially around finals time in recent years.

Council will work with the Hawthorn Football Club to ensure the football oval at Waverley Park remains public open space. When a permit was granted for the development of the Waverley Park estate in 2002, the oval formed part of the open space network that needed to be provided for future residents. Heritage protections also apply to parts of Waverley Park including the oval and the Sir Kenneth Luke Stand.

## Stronger Police Presence In Clayton

Council strongly supported a request from Clayton residents for a 24 hour police station in the area. The station currently only operates from 8am-4pm Monday to Friday and is closed on weekends.

At a special Council meeting held in July 2014, the audience asked Council to support a campaign for a 24 hour police station in the suburb.

Their request came after the former State Government announced a redevelopment of the Clayton railway station, presenting an ideal opportunity to deliver a new 24 hour police station as part of the project.

In support of the campaign, Council conducted an online petition in September 2014 and hosted a community forum on policing in Clayton in October 2014.



# ENGAGING WITH OUR COMMUNITY

## Listening To Our Residents

In mid-2014, Council started holding regular “listening posts” in parks and shopping centres on weekends and weeknights. Over the following 12 months, we held 28 “listening posts” where we asked residents to tell us about local issues of concern to them. We also sought feedback - positive or negative - on Council services.

Through the “listening posts” we have been able to remove barriers (real and perceived) between residents and Council. We have resolved specific issues (for example: cracked footpaths or street trees that need pruning) while also getting a better sense of the community’s long-term vision for Monash.

## Council Report Card

Each year in February/March, 400 Monash residents are randomly selected for phone interviews to check their satisfaction with Council's performance and services.

The annual Local Government Community Satisfaction Survey helps Council identify which of our services or activities need to be improved. We are also able to compare our performance with the average for metropolitan councils.

In 2015, Council performed well in this survey, achieving scores that were equal to, or above, the average for metropolitan councils for all eight core corporate measures. We recorded significant increases for “consultation and community engagement” and “making decisions in the interests of the community”. We also received improved scores for “elderly support services”, “informing the community”, “advocacy and lobbying”, “the condition of footpaths” and “the appearance of public areas”, among other categories.

Council was pleased with these results as we have made a concerted effort to lift our performance after recording some below average scores in the previous year’s survey.

## Improving Our Customer Service

In December 2013, Council introduced a Customer Service Guarantee with 40 specific targets setting out what the community could expect from us. In the 2014 calendar year, we achieved 25 of our 40 targets and came within 3% of achieving an additional 10 targets.

Plans have been put in place to improve our performance in the five areas where we failed to achieve, or come within 3% of achieving, our targets.

To read the full report card for the 2014 year, visit [www.monash.vic.gov.au/customer-service-guarantee](http://www.monash.vic.gov.au/customer-service-guarantee)

Here is a snapshot of our performance against some of the targets:

### Where we exceeded our targets:

- » Footpath upgrades. In 2014, we upgraded 26,600m<sup>2</sup> of footpaths, above our target of 18,000m<sup>2</sup>
- » Planting of street trees. In 2014, we planted 1,719 new or replacement street trees which was above our target of 1,000 street trees
- » Restocking libraries. We aimed to add 40,000 new items to our library collection and we added 52,219 items.

### Where we were on target:

- » Maintenance of parks. Each local park was visited every two - six weeks to ensure that the grass was maintained and to identify, remove or report any situations of risk or threat to public safety
- » Emergency requests. We received 230 requests from elderly or disabled residents for emergency home maintenance works and all were responded to within the target time of one working day.

### Where our performance improved across the year:

- » Answering phone calls. Our target is to answer 90% of phone calls to our central phone number within 30 seconds and by the end of 2014, we were achieving this target, with 91.4% of phone calls answered within 30 seconds
- » Emptying bins. We aim to empty overfull street litter bins in shopping strips within two hours of them being reported (during working hours). This target was 100% achieved from April 2014 onwards.

### Where more attention was needed:

- » Timeliness of planning decisions. Our target is to decide on 80% of planning applications within 60 days. Our performance improved from 57% (of planning applications being decided within 60 days) in the first quarter of 2014 to 63% in the last quarter. We are continuing to improve in 2015.

# CONSULTING WITH OUR COMMUNITY

## Council Votes 'No' To Land Sale

**Council decided not to sell a piece of public land in Oakleigh after listening to concerns raised by the local community.**

The proposal had been to sell the land on the corner of Hanover Street and Atherton Road to a developer. The land is currently used for public car parking and is the home of the Oakleigh Rotary Sunday Market.

Council received a petition signed by more than 3,000 people opposed to the sale. At its February 2015 meeting, Council voted to abandon the sale, describing the decision as an example of local democracy in action.

## Family Day Care

**The 300 families who use Council's Family Day Care service and the 54 carers of children in the service were surveyed in September and October 2014 about future options for the service in Monash. This was part of a review of Council's Family Day Care scheme following the announcement of Federal Government funding cuts to the scheme.**

Following strong feedback from parents and carers, Council decided to continue to provide the service on the condition that it is delivered on a cost-neutral basis and without subsidy from Monash ratepayers. Further consultation was undertaken with parents and carers on appropriate fee increases and cuts to Council's overhead costs to achieve cost neutrality for the service without compromising its high quality.

## New Local Law

**On 25 November 2014, Council approved a new Local Law which covers issues to do with community amenity.**

The community had an opportunity to have their say on the Local Law, which proposed to make several changes to the previous local laws. One of the major changes was introducing a fine system for people who fail to maintain the nature strip at the front of their property. Many Monash residents had told Council they wanted action taken to keep Monash's neighbourhoods neat and attractive. The nature strip measure was adopted as part of the local law, which came into effect on 1 February 2015.

## Community Feedback On Playspaces

**New playspaces were created at several parks in the first half of 2015, with the community involved in deciding what would be included.**

The largest consultation concerned Valley Reserve in Mount Waverley, with more than 500 people sharing their ideas through community get-togethers and an online forum. The feedback from the community was taken on board when designing the intergenerational playspace. (See story in Major Projects on page 18).

## Residential Parking Permits

**In October 2014, Council called for community views on the residential parking permit system in Monash and how it could be improved.**

Council decided to review the system after hearing from many local families that they needed more permits than they were currently eligible for. This was often due to adult children continuing to live at home.

At its June 2015 meeting, Council made some changes to the system, increasing the number of permits that most residents are eligible for. The changes came into effect on 1 August 2015.

## Arts & Culture Strategy

**Council has developed a new Arts and Culture Strategy 2015-2018 which sets a vision and guides our involvement and investment in arts, festivals, events and cultural activities in the municipality.**

In March and April 2015, the Monash community was invited to share their ideas for the new strategy by completing a survey which was promoted on Council's website, in libraries and through direct email to more than 200 organisations. There were 111 responses from residents and visitors. A community forum was also conducted to obtain further input into the development of the strategy. Twenty-five community members from many different organisations attended the forum in April 2015.



## Helping To Tackle Graffiti

In November 2014, Huntingdale residents were invited to have a say on the theme and design of a new piece of street art in their suburb.

With the assistance of a State Government grant, Council commissioned an artist to create the mural on a wall near the Huntingdale Railway Station. The mural was completed in June 2015.

## Community Action Plans For Oakleigh And Ashwood/Chadstone

Following consultation with local residents and organisations, a draft Oakleigh Community Action Plan has been developed. The aim of the plan is to make Oakleigh an even better place to live, work and visit. The draft plan was put out for community comment in September 2015.

In February 2015, a community forum was held in Ashwood/Chadstone with residents encouraged to share their ideas for the future of their area. These ideas will help develop a community action plan for this area.

## Improving Our Library Service

A new three-year strategic plan has been developed for the Monash Public Library Service, with a focus on opportunities for life-long learning, social interaction, and cultural exchange.

During the development of the plan, Council consulted with the community on what needs to be done to improve and expand the library service, including ideas on how to promote the safe use of online technology.

Following consultation via an online survey and a community forum during March and April 2015, the Monash Public Library Service Strategic Plan 2012-2015 was formally endorsed by Council in July 2015.

## Focus On Community Facilities

In April 2015, Council asked residents for their views on local facilities including halls, neighbourhood houses, and buildings used by arts and culture groups.

People were asked how satisfied they are with community facilities and whether they have experienced any issues accessing facilities. Suggestions were invited from the community on how to improve the facilities or what other uses they could have. An online survey was conducted and regular users of community facilities were invited to participate in focus group discussions. The feedback will help Council plan for community needs over the next 15 years.

## Street Tree Strategy

Council is preparing a Street Tree Strategy and has invited the community to be involved in developing a vision for Monash's street trees which are regarded as a valuable community asset. Part of the discussion has involved identifying the areas which are the highest priority for new plantings, and which trees should be planted and why.

Interested residents were invited to a community forum in June 2015 and were also able to contribute their views via Council's website. These views will be considered by Council when developing the strategy.

# COMMUNITY AWARDS

Through the Sir John Monash Awards, Council recognises amazing volunteers who donate their time and energy to support our community.

The awards are named after Sir John Monash who is also the inspiration for our municipality's name. He was a civil engineer and volunteer soldier during World War I. By the end of the war he had risen to the highest rank in the Australian Army and is regarded as one of Australia's greatest heroes.

In 2015, Council received 59 nominations for the awards across the eight award categories. The winners were announced at a ceremony on 13 May 2015 during National Volunteer Week.

The overall winner was Barbara Thompson (pictured) who has given 50 years of dedicated service to the Monash community. A Councillor and Mayor with the former City of Waverley (serving from 1985-1994), Barbara was the driving force behind the establishment of the Monash Gallery of Art and is currently a trustee of the Monash Gallery of Art Foundation. She has also helped raise more than \$300,000 for the Bone Marrow Donor Association.

## The full list of winners and those who received high commendations are:

### Volunteer of the Year

Winner	Bernadette Allan
High Commendations	Shishir Pandit and Fay Sims

### Outstanding Advocate of People with Disabilities

Winner	Phoebe Moore
High Commendations	Janet Savage and Hazel Hockley

### Multicultural Champion

Winner	Mohamed Mohideen
High Commendations	Vincent Chow and Dimitri Karanikas

### Youth Leadership

Winner	Jacqueline Teh
High Commendations	Philip Liberatore, Rose Han and Sagar Iyer

### Positive Ageing Leadership

Winner	Alistair Pilley
High Commendations	David Hawkes, Jill Linklater and Trevor Brooks

### Sustainability Leadership

Winner	Dennis Williamson
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### Inspirational Women's Leadership

Winner	Barbara Thompson
High Commendations	Anne McKay and Jin Mei Jiang

### Active Monash

Winner	Waverley City Archers
High Commendations	Waverley Gymnastics Centre and Glen Waverley Junior Soccer Club



## Monash Business Awards

The Monash Business Awards have been operating for 21 years and aim to promote business success and excellence.

The winners of the 2014/15 Monash Business Awards were announced at a gala dinner on 25 July 2015:

**Monash Business of the Year**

SECURECORP

**Monash Enterprise Centre Award**

Big Fish Creative Recruitment

**Innovative Business**

GP Graders

**Business Excellence**

Creative Framers

**Community Contribution**

EdAble Flowers

# COMMUNITY GRANTS

About \$2.6 million of support was provided to local community groups and organisations through Council's annual community grants program, an increase of \$230,000 on the previous year.

A record number of about 250 community groups and organisations applied for the grants to fund activities between July 2014 and June 2015. The grants program primarily provides funding for small to medium sized projects which respond to the social and cultural needs of Monash residents.

About \$1.1 million of support was provided in cash, while the remainder was made through in-kind support such as free use of local halls. The grants for 2014/15 had a greater focus on supporting seniors groups and neighbourhood houses. Groups which had previously received grants received a 15% cut in their funding (compared to what they had previously received) so new applicants could also receive funding.

**Below is a full list of grant recipients for 2014/15:**

Organisation Name	Total Allocation	Organisation Name	Total Allocation
Able Australia Services	\$2,873	Australian Coptic Families Social Club	\$7,536
Action on Disability Within Ethnic Communities Inc	\$8,500	Australian Greek Elderly Citizens Club of Oakleigh	\$16,475.21
African Women's Network South East (AWNSE)	\$7,730	Australian Greek Welfare Society Ltd	\$13,078.95
Amaroo Neighbourhood Centre	\$65,148	Australian Multicultural Foundation	\$17,229
A-Muse Theatre Group Inc	\$4,665.38	Australian Wuol Mission Association Inc	\$7,655.50
Anglo Indian Australasian Association of Victoria Inc	\$8,099.50	Avellino Circolo Pensioners of Springvale inc	\$1,160.25
Annexe Arts Inc	\$2,150	Bangla Sahitya Sansad (Bengali Literary Society) Inc	\$7,115
Anxiety Disorders Association of Victoria Inc	\$982	Bengali Association of Victoria Inc	\$13,536
Archangel Michael Senior Social Club Inc	\$6,801.80	Bestchance Child Family Care	\$11,940
Armenian Australian Welfare Society	\$6,715.80	Bharatha Kalanjali Dance School Inc	\$3,535
Armenian General Benevolent Union	\$8,899.98	Chinese Community Social Services Centre Inc	\$5,641
Arthritis Foundation of Victoria Inc	\$1,150.30	Chinese Performing Arts Development Inc	\$20,587.50
Arts Access Victoria	\$5,000	Chinese Professionals Club of Australia (CPCA)	\$9,828.16
Association of Independent Retirees (A.I.R.) Ltd	\$1,473.88	Chisholm Combined Probus Club Inc	\$11,560.20
Associazione Pensionati Laziali di Monash	\$13,924.68	Chu Chu Club	\$3,863.90
Australasia Coptic Society Inc	\$13,980	Circolo Pensionati Campani Italiano Di Clayton	\$12,596.42
Australia Sri Lanka Welfare Guild Inc	\$530.28	Circolo Pensionati 'Don Bosco' Inc	\$14,857.54
Australian Breastfeeding Association-Waverley Group	\$761	Circolo Pensionati Italiani Di Oakleigh - Clayton Inc	\$20,917.36

Organisation Name	Total Allocation
Circolo Pensionati Italiani Di Waverley	\$15,520.22
Clayton Chinese Seniors Association Inc	\$10,084.53
Clayton Mandarin Friendship Association Inc	\$27,558.52
Clayton Senior Citizens Centre Inc	\$26,657.79
Combined Probus Club of Monash Central Inc	\$1,413.23
Combined Probus Club of Notting Hill Inc	\$560
Combined Probus Club of Syndal Inc	\$2,483.63
Combined Probus Club of Waverley Gardens Inc	\$309.54
Connections- Child, Youth and Family Services	\$79,138
Cook Island Community Services of Victoria	\$10,470
Cook Islands Women's Federation Inc	\$4,177
Coptic Orthodox Patriarchate Archangel Mikhail And St Anthony Church	\$1,920
Cosenza Senior Citizens of Kingston Inc	\$1,331.10
Country Women's Association of Victoria Inc	\$513
Croatian Senior Citizens Group Keysborough	\$1,795.20
Culture Club of United Hungarians	\$17,542.05
Dixon House Neighbourhood Centre Inc	\$13,589.60
Down Syndrome Victoria	\$2,500
Eelam Tamil Association (Vic) Inc	\$1,660
Emmanuel Friendship Club	\$714
Encore Theatre Company	\$17,709
Estia Syntaxiuhon Ellinon Inc	\$2,125
Faros Greek Senior Citizens Inc	\$4,131
Friends of Monash Gallery of Art Inc	\$5,852
Friends of Scotchmans Creek and Valley Reserve Inc	\$441.90

Organisation Name	Total Allocation
Friendship Australian Egyptian Association	\$7,400
Fusion Australia Ltd- Fusion Oakleigh Youth and Community Centre	\$5,865
Glen Waverley Senior Citizens Centre Inc	\$54,395.97
Glen Waverley Toy Library Inc	\$2,655
Glen Waverley Uniting Church	\$2,975
Golden Age Senior Citizens Centre Inc	\$55,235.40
Greek Elderly Citizens of Clayton and Districts	\$1,577.60
Greek Orthodox Parish of St Athanasios Springvale Senior Citizens Group	\$3,442.50
Greek Senior Citizens Club of Monash	\$34,160.90
Greek Senior Citizens of Southern Eastern Regions and Districts	\$1,676.20
Greek Seniors and Pensioners Association of Clayton and District Inc	\$12,596.45
Guangzhou Association of Australia Inc	\$6,826.80
Hera Seniors Greek Ladies Club	\$8,991.41
Hindi Niketan Incorporated	\$3,750
Hughesdale Art Group Inc	\$8,219.43
Independent Hellenic Seniors Citizens Association of Clayton and Districts	\$8,774.93
Indian Senior Citizens Association of Victoria Inc	\$25,099.50
Indonesian Club Melbourne Inc	\$6,400
Jaffaria Association of Victoria Inc	\$4,880.40
Karyatides Women's Greek Club of Oakleigh	\$12,607.10
Kerrie Neighbourhood House Inc	\$35,879
Kingston Chinese Senior Citizens Club Inc	\$3,264.60
Ladies Probus Club of Glen Waverley Inc	\$2,010.25
Ladies Probus Club of Waverley Central	\$1,870

Organisation Name	Total Allocation
Ladies Probus Club of Waverley City Inc	\$2,365
Lemnian Community of Victoria Limited	\$3,944
Link Health and Community	\$11,500
Lions Club of Waverley Incorporated	\$1,550
Macedonian Senior Citizen's Group of Monash Inc	\$13,677.65
Mahamevnawa Bhavana Asapuwa Inc	\$9,180
Malayalee Association of Victoria Inc	\$1,500
Manihiki Henua of Victoria Incorporated	\$19,750.80
Melbourne Kannada Sangha	\$3,000
Migrant Information Centre (Eastern Melbourne) (MIC)	\$4,250
Molise Seniors Club Melbourne	\$12,385
Monash Chinese Friendship Association (MCFA)	41815.2
Monash Chorale Inc	\$2,727.50
Monash Concert Band Inc	\$12,070.04
Monash Greek Macedonian Elderly Citizens Club Inc	\$7,190.20
Monash Korean Senior Citizens Club Inc	\$9,331.68
Monash Maltese Seniors Social Group	\$7,570.60
Monash Men's Shed Inc	\$14,552
Monash Oakleigh Community Support and Information Service	\$27,871.81
Monash Reconciliation Group	\$3,065
Monash Senior Chinese Volunteer Service Centre	\$4,250
Monash Senior Citizen Forum t/a Sewa International (Aust) International Inc	\$2,873.38
Monash Stroke Support Group Inc	\$2,283.10
Monash Toy Library	\$850
Monash Waverley Community Information & Support Inc	\$27,015

Organisation Name	Total Allocation
Monash Youth Music Association (MYMA) Inc	\$2,500
Mount Street Neighbourhood House Incorporated	\$80,899
Mount Waverley Chadstone InterChurch Council	\$1,850
Mount Waverley Combined Probus Club Inc	\$2,145.20
Mount Waverley Ladies Probus Club Inc	\$1,325.30
Mt. Waverley Combined Probus Inc Craft Group	\$255
Mulgrave Neighbourhood House (MNH)	\$114,179
Mulgrave Senior Citizen's Centre Inc	\$25,778.59
Mulgrave Sports Club t/as Rockin The Reserve	\$2,500
Museum of Indonesian Arts Inc	\$2,400
Nasir Community Association in Australia Inc	\$10,568.60
National Seniors Australia - Monash Branch	\$2,075.15
Natyalayaa (Indian Classical Dance) project will be auspiced by Multicultural Arts Vic	\$2,500
Neighbourhood Watch Glen Waverley Mulgrave Sector	\$29,724.93
New Hope Foundation Inc	\$35,044.04
Notting Hill Community Association Inc	\$43,314
Nuer Community Foundation Australia Inc	\$12,227.10
Oakleigh Centre for Intellectually Disabled Citizens Inc	\$12,517
Oakleigh City Band Inc	\$4,512.21
Oakleigh Clayton Community Toy Library	\$8,029.84
Oakleigh Combined Probus Club Inc	\$561
Oakleigh Coptic Senior Social Club Inc	\$1,972

Organisation Name	Total Allocation
Oakleigh Ladies Probus Club Inc	\$340
Oakleigh Movie Club Inc	\$1,195.20
Oakleigh Occasional Care	\$28
Oakleigh Senior Citizens Club	\$35,687.69
Olympos Greek Senior Citizens Club	\$6,463.50
Parea Inc	\$8,404
Parent Support Network-Eatsern Region Inc	\$7,470
Peridot Theatre Company Inc	\$1,000
Pilipino Elderly Association of South East Region	\$1,725.50
Pinewood Combined Probus Club Inc	\$1,363.80
Polish Community Council of Victoria Inc	\$6,137.28
Polish Senior Citizens Club Mount Waverley	\$3,291.60
Pontian Assoc. of Melbourne "Euxenos Pontos"	\$4,367.25
Poseidon Angling Club	\$2,800.20
Power Neighbourhood House	\$44,667
Probus Club of Syndal Inc	\$2,668.08
Probus Club of Wheelers Hill Inc	\$24.50
Project Respect Inc	\$8,070
Rajasthani Kutumb of Victoria Inc	\$660
Regione Lazio Monti Lepini Collesferro Senior Social Club	\$19,897.25
River Jiang Arts Inc	\$1,563
Rotary Club of Glen Waverley	\$1,140
Royal Children's Hospital Auxiliary Waverley Section	\$709.20
Scotsglen Singers Inc	\$920
Senior Citizens Club of Waverley Inc	\$2,400.30
Senior Citizens of the Freccia Azzurra Club Inc	\$4,250
Society for Asian Languages & Arts (SALA)	\$2,500

Organisation Name	Total Allocation
Songjiang Club of Melbourne Inc	\$2,383.50
South East Volunteers Inc	\$151,220.75
Southern Ethnic Advisory and Advocacy Council Inc	\$57,553.50
Spanish Speaking Senior Citizens Club of Clayton	\$7,605.53
Sri Lankan Study Centre for Advancement of Technology and Social Welfare (SCATS)	\$2,500
St Theresa's Aged & Retired Services Inc	\$2,615
Suez Basketball Senior Social Club Association VIC Inc	\$11,211.80
Syndal Ladies Probus Club Inc	\$1,552.69
Tally Ho Fitness Group	\$4,250
Tamil Senior Citizens Fellowship	\$12,525.78
Teeyan Melbourne Diyan	\$1,001.40
The Cantazaro Senior Citizens Club of Monash Inc	\$9,506.82
The Combined Probus Club of Monash Inc	\$1,366.12
The Greek Orthodox Community of Monash and Districts	\$31,468.28
The Greek Orthodox Community of Oakleigh & District Inc	\$10,000
The Pan Macedonian Association of Melbourne & Victoria	\$6,000
The Philanthropic Society of Kaloneri Siatista Inc	\$3,753.50
The Probus Club of Mount Waverley	\$3,249
The Probus Club of Waverley Inc	\$2,471
The Three Hierachs Greek Elderly Group	\$2,218.50
U3A Waverley Incorporated	\$3,655
Ulang Community Association Of Australia	\$7,264
United Sri Lankan Muslim Association of Australia	\$9,620
Uniting Church, Oakleigh	\$5,000

Organisation Name	Total Allocation
Victoria Tamil Senior Citizens Benovelent Society Australia Inc	\$6,286.25
Victorian Immigrant and Refugee Women's Coalition	\$28,198.75
Victorian Sikh Association	\$19,572.40
Vishva Hindu Parishad of Australia	\$5,626.27
WATCH Disability Services	\$2,500
Wavecare Inc	\$203,865.50
Waverley Adult Literacy Program Inc	\$525
Waverley Arts Society	\$5,460
Waverley Bushwalking Club Inc	\$1,284.72
Waverley Camera Club	\$1,105
Waverley Chinese Senior Citizens Club Inc	\$34,070.30
Waverley Community Learning Centre	\$69,566
Waverley Emergency Adolescent Care	\$79,138

Organisation Name	Total Allocation
Waverley Fitness Group Inc	\$6,201.65
Waverley Gem Club of Victoria Inc	\$1,000
Waverley Ladies Probus Club	\$1,567
Waverley Life Activities Club Inc	\$4,004.28
Waverley Multiple Birth Association	\$2,559.38
Waverley Music Eisteddfod Inc	\$2,500
Waverley Retirement Activities Group Inc	\$9,115.82
Waverley War Widows and Widowed Mothers Association	\$467.50
Waverley Widowed Support Group Inc	\$2,475
Waverley Woodworkers Inc	\$12,241.50
Wavlink Inc	\$45,519
WinAccom Association Inc	\$325.14



# CALENDAR OF EVENTS

## ▶▶▶ 2014

- JULY**
- » Winter Concert Dave Arden and Band
  - » Citizenship Ceremony
  - » National Aboriginal and Islander Day Observance Committee (NAIDOC) week activities
  - » Naming of Monash Enterprise Centre Building after the late Cr Tom Morrissey
  - » National Tree Planting Day, Fairway Reserve (Mt Waverley)

- OCTOBER**
- » Community forum on Clayton Police Station
  - » Metropolitan Transport forum on transport in Monash
  - » Mayor's Charity Golf Day

- AUGUST**
- » Playground opening and community day Holmesglen Reserve (Ashwood)
  - » Winter Concert Sounds of Silent
  - » Sir John Monash Lecture by Justice Michael Kirby
  - » Brandon Park Reserve community planting day & playground consultation

- NOVEMBER**
- » Greek Glendi Festival
  - » Volunteers Afternoon Tea in Mulgrave
  - » Remembrance Day ceremony
  - » Monash Business Awards Lunch
  - » Dimitria Festival
  - » Citizenship Ceremony
  - » Victorian Interfaith Network Conference
  - » White Ribbon Day recognition
  - » Family Fun Day: Ashwood and Chadstone Neighbourhood Event

- SEPTEMBER**
- » Bowness Photography Prize: Monash Gallery of Art Foundation
  - » Monash Business Awards Lunch
  - » Jack Edwards Reserve turning of the sod for the synthetic pitch
  - » Wordfest Short Story Awards
  - » Citizenship Ceremony

- DECEMBER**
- » Clayton Canvas program launch
  - » Monash Carols by Candlelight in Jells Park (Wheelers Hill)

## ▶▶▶ 2015

- JANUARY**
- » Australia Day flag-raising, citizenship and community activities
  - » Monash Interfaith Gathering sign Memorandum of Understanding with Council

- APRIL**
- » Greek Easter Event in Eaton Mall
  - » Anzac Day commemoration
  - » Screening of "Miss Representation" at Clayton Community Centre

- FEBRUARY**
- » Memories in My Luggage exhibition at Glen Waverley Library
  - » Clayton Street Festival and Hawkers Market
  - » Monash Business Awards Lunch

- MAY**
- » Citizenship Ceremony
  - » Clayton Canvas Monash Innovators event
  - » Anzac Centenary Avenues of Honour launch
  - » Sir John Monash Awards
  - » Women's Business Networking Expo and Lunch

- MARCH**
- » Clean Up Australia Day
  - » Chinese New Year & Lantern Festival in Glen Waverley
  - » Senior Citizens Forum
  - » Citizenship Ceremony
  - » International Women's Day Event
  - » Oakleigh Music Festival
  - » "Make Your Club A Safer Place" program launch

- JUNE**
- » Senior Citizens Forum
  - » Wordfest Launch
  - » Refugee Week event
  - » Veg Out Mulgrave event
  - » Cardboard Compactor launch at Monash Waste and Transfer Station
  - » MGA Silver Lux 25<sup>th</sup> Anniversary Event



# AWARDS, GRANTS & FUNDING

## Awards

### Australian Crime and Violence Prevention Award

Council won an award from the Australian Institute of Criminology for the groundbreaking Milk Bar Network Exchange program. This program aims to prevent crime and support vulnerable milk bar operators who are often the victims of crime.

The Monash Milk Bar Network Exchange was developed after Council met with 44 local milk bar operators to discuss issues they were experiencing as predominately solo business operators. Many are Chinese migrants with limited English language skills who are reluctant to report crime to police for fear of retaliation by criminals and due to cultural perceptions of police.

As part of the six month project, milk bar operators attended three meetings where they received tips on crime prevention and other safety information from Victoria Police, Council and community services. The program has resulted in milk bar operators building a stronger relationship with Victoria Police and gaining the confidence to report crime. Many have also introduced security measures in their businesses to prevent being targeted.

Other councils are now keen to introduce similar programs in their municipalities.

### VicHealth Award

Council's innovative Generating Equality and Respect program was awarded VicHealth's Health Promotion Improving Mental Wellbeing Award in December 2014.

The world-first program, which is a partnership between Monash Council, Link Health and Community and VicHealth, aims to prevent violence against women before it occurs through promoting gender equality and breaking down rigid gender roles.

The program was recognised in the VicHealth awards for its innovative program design, evidence based approaches and organisational support and commitment for the prevention of violence against women.

### State finalist in MobileMuster Recycling Award

Monash was a finalist in the 2015 MobileMuster State and National Top Collector awards for old mobile phone collection and recycling.

The awards for Top Collector are based on the council areas which collected the most mobile phone components for recycling between 1 May 2014 and 30 April 2015. Monash was one of five Victorian finalists alongside Boroondara, Darebin, Greater Geelong and Nillumbik councils. Nillumbik Council won the award.

MobileMuster is Australia's only government accredited, not-for-profit mobile phone recycling program. The phones and accessories collected are recycled in a safe, secure and ethical way rather than ending up in landfill.





## Grants & Funding

Council receives grants and other funding support from external bodies such as the State Government, the Federal Government and not-for-profit agencies. We are grateful for this support as it helps us improve facilities and services for the Monash community.

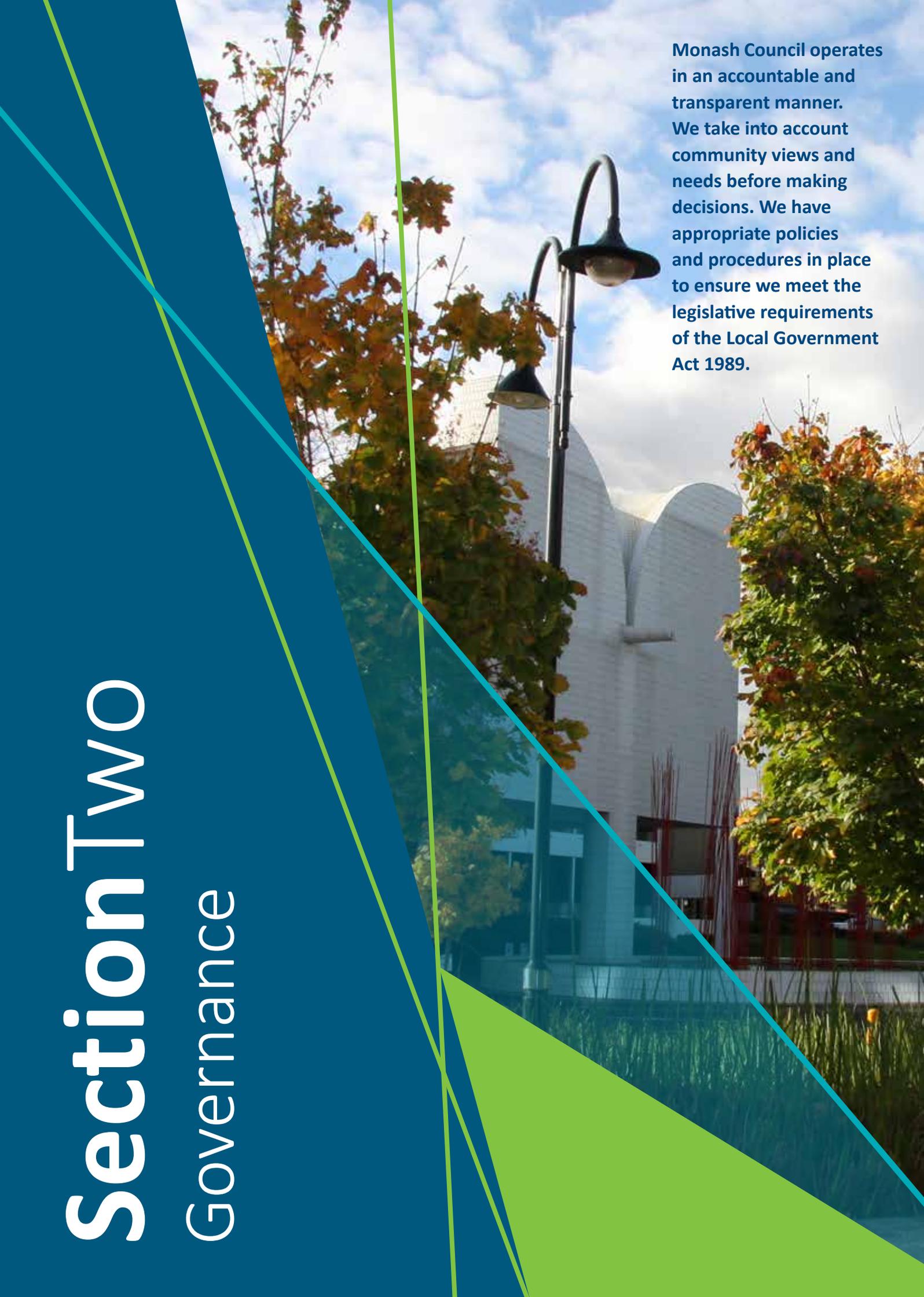
### Some of the grants/external funding we have received over the past year have included:

- » \$300,000 from the Federal Government for lighting, car park and changeroom upgrades at Freeway Reserve, Mulgrave
- » \$250,000 from the Federal Government for an upgrade to the sports pavilion at Capital Reserve, Glen Waverley
- » \$205,000 from the Victorian Responsible Gambling Foundation to run a gambling harm minimisation project
- » \$150,000 from the Federal Government for an upgrade to the sports pavilion at Ashwood Reserve
- » \$60,000 in total from 13 councils who agreed to financially sponsor the “Enough Pokies” statewide advocacy campaign
- » \$20,000 from Inner East Melbourne Medicare Local towards the Monash-wide healthy eating campaign: Thrive on 2 & 5
- » \$20,000 from Sustainability Victoria and \$20,000 from the Australian Packaging Covenant towards installing a cardboard compactor at the Monash Waste and Transfer Station and upgrading power at the transfer station to run the compactor
- » \$10,000 from the State Government for the ‘Make Your Club a Safer Place’ Community Crime Prevention program to prevent theft and crime occurring across sporting clubs in Monash
- » \$10,000 from VicHealth for ‘Walk to School’ activities whereby local children are encouraged and supported to walk to school
- » \$3,850 from the Victorian Multicultural Commission to host the Victorian Interfaith Networks Conference attended by delegates from across Victoria and held at the Mulgrave Community Centre.

# Section Two

## Governance

Monash Council operates in an accountable and transparent manner. We take into account community views and needs before making decisions. We have appropriate policies and procedures in place to ensure we meet the legislative requirements of the Local Government Act 1989.



# COUNCILLORS

Councillors are elected by the local community every four years in a general election, in accordance with the Local Government Act 1989.

**The City of Monash has 11 Councillors who represent the following four Wards:**

» Glen Waverley      » Mount Waverley      » Mulgrave      » Oakleigh

**The following table lists Monash Councillors who served in 2014/15, their Ward, election date and resignation date (if applicable).**

Councillor	Ward	Election Date	Resignation Date
Robert Davies	Mulgrave	27 October 2012	
Micaela Drieberg	Mulgrave	27 October 2012	
Stephen Dimopoulos	Oakleigh	27 October 2012	1 December 2014
Paul Klisaris	Mulgrave	27 October 2012	
Geoff Lake	Glen Waverley	27 October 2012	
Brian Little	Mount Waverley	27 October 2012	
Jieh-Yung Lo	Mount Waverley	27 October 2012	
Katrina Nolan	Glen Waverley	27 October 2012	
Bill Pontikis	Oakleigh	27 October 2012	
Theo Zographos	Oakleigh	27 October 2012	
*Rebecca Paterson	Mount Waverley	14 June 2013	
*Stefanie Perri	Oakleigh	22 December 2014	

\*Elected in a count back election, conducted by the Victorian Electoral Commission.

## SPECIAL COMMITTEE

**Our Councillors are represented on one Special Committee: the Monash Gallery of Art Special Committee. Councillors Brian Little and Katrina Nolan are the two Councillor representatives on this committee which has the following responsibilities:**

- » Provide expert business development advice to Council regarding the operation of the Monash Gallery of Art
- » Develop Business Plans for the operation of the gallery
- » Provide expertise to the Gallery Director regarding the gallery program in the context of the Business Plan
- » Make recommendations on future management arrangements for the gallery, linked to the Business Plan.

## COUNCILLOR CODE OF CONDUCT

**The *Local Government Act 1989* requires Councils to develop and approve a Councillor Code of Conduct within 12 months of each general election.**

**On 24 September 2013, 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.

# CONFLICT OF INTEREST DISCLOSURES BY COUNCILLORS

Councillors are elected by Monash residents and ratepayers to act in the best interests of the community. When a Council delegates its powers to a Council officer or a committee, the committee or officer also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest.

A conflict of interest exists even if no improper act results from it. Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and committee meetings.

While the procedures vary depending on the particular role and circumstances, in general the procedures involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision making process or from the exercise of the public duty. A register is maintained to record all conflict of interests disclosed by Councillors.

During 2014/15, nine conflicts of interest were declared at Council and special committee meetings.

## COUNCIL MEETINGS

Council holds an Ordinary Meeting on the last Tuesday of each month (except December, when the meeting is held earlier in the month). Residents and ratepayers are welcome to attend these meetings. 'Special Meetings' of Council may also be called to discuss and decide upon specific matters, such as the election of the Mayor and Deputy Mayor.

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

### Council meetings and locations in 2014/15:

#### 2014

23 July (Special Meeting)	Clayton Hall (264 Clayton Road Clayton)
29 July	Civic Centre (293 Springvale Road Glen Waverley)
26 August	Civic Centre (293 Springvale Road Glen Waverley)
30 September	Civic Centre (293 Springvale Road Glen Waverley)
28 October	Civic Centre (293 Springvale Road Glen Waverley)
24 November (Special Meeting)	Civic Centre (293 Springvale Road Glen Waverley)
25 November	Civic Centre (293 Springvale Road Glen Waverley)
16 December	Civic Centre (293 Springvale Road Glen Waverley)

#### 2015

27 January	Civic Centre (293 Springvale Road Glen Waverley)
24 February	Monash Seminar and Training Centre (1A Atherton Road, Oakleigh)
31 March	Civic Centre (293 Springvale Road Glen Waverley)
28 April	Civic Centre (293 Springvale Road Glen Waverley)
26 May	Wellington Reserve Community Centre (Mackie Road, Mulgrave)
30 June	Civic Centre (293 Springvale Road Glen Waverley)

## COUNCILLOR ATTENDANCES

Councillor	Meetings Attended
Robert Davies	13
Micaela Drieberg	13
Paul Klisaris	11
Geoff Lake	14
Brian Little	14
Jieh-Yung Lo	11
Katrina Nolan	12
Rebecca Paterson	14
Bill Pontikis	13
Theo Zographos	11
*Stephen Dimopoulos	7
**Stefanie Perri	6

\* Resigned 1 December 2014

\*\* Elected in a count back election on 22 December 2014

## COUNCILLOR ALLOWANCES

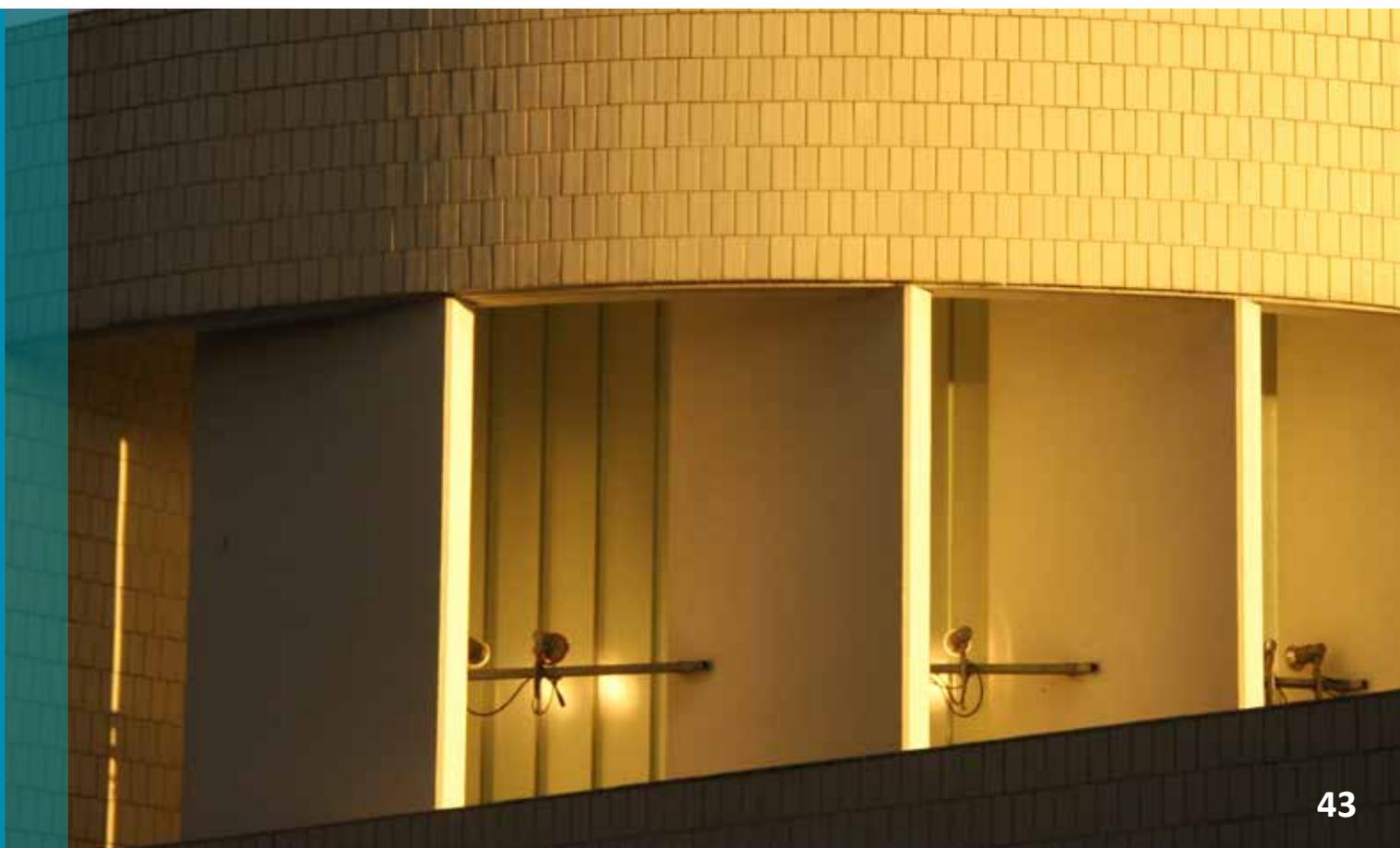
In accordance with Section 74 of the Local Government Act 1989, Councillors are entitled to receive an allowance while performing their duties as a Councillor. The Mayor is entitled to receive a higher allowance. The State Government sets the upper and lower limits for all allowances paid to Councillors and Mayors.

Councils are divided into three categories based on the income and population of each Council. Monash City Council is recognised as a Category 3 Council. For the period 24 December 2013 to 30 November 2014, the Councillor annual allowance for Monash Council, as a category 3 Council (as defined by the Local Government Act 1989) was fixed at:

- » \$27,514 per annum for the Councillor allowance
- » \$87,884 per annum for the Mayoral allowance.

The Minister for Local Government approved an annual adjustment of 2.5% to take effect from 1 December 2014. Following this adjustment, the annual allowances for Monash Councillors for the period 1 December 2014 to 30 June 2015 were:

- » \$28,202 per annum for the Councillor allowance
- » \$90,081 per annum for the Mayoral allowance.



# COUNCILLOR EXPENSES

In accordance with Section on 75 of the Local Government Act 1989, Council is required to reimburse a Councillor for expenses incurred whilst performing his or her 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 for the 2014/15 year are set out in the following table:

Councillor	Travel/ Park \$	Car Mileage \$	Child Care \$	Information & Communication \$	Conferences & Training \$	Total \$
Robert Davies	0	0	0	0	0	0
Micaela Driberg	0	0	0	1,748.31	0	1,748.31
Paul Klisaris	58.14	0	0	1,981.95	236.90	2,276.99
Geoff Lake	0	0	0	0	0	0
Brian Little	0	0	0	0	0	0
Jieh-Yung Lo	0	0	0	720	0	720
Katrina Nolan	0	0	0	0	0	0
Rebecca Paterson	314.90	0	1,274.92	0	0	1,589.82
Bill Pontikis	0	0	0	0	0	0
Theo Zographos	0	0	0	961.53	0	961.53
*Stefanie Perri	0	0	0	333.02	0	333.02
**Stephen Dimopoulos	0	0	0	1,588.55	0	1,588.55

\*Elected in a countback election on 22 December 2014.

\*\*Resigned 1 December 2014

**Note:** No expenses were paid by Council (including reimbursements) for expenses incurred due to membership of a Council committee.

## AUDIT & RISK COMMITTEE

As part of our governance obligations to our community, Council has established an Audit & Risk Committee. This is an independent advisory committee to Council established under section 139 of the Local Government Act 1989. The Committee provides guidance on:

- » Council's internal and external financial and performance reporting
- » Management of financial and other risks and the protection of Council assets
- » The operation of the Internal and External Audit functions
- » Council's control framework/environment.

The committee also provides an effective means of communication between the External Auditor, Internal Auditor, Council management and Council.

The Audit & Risk Committee's Charter sets out the objectives, authority, composition and tenure, roles and responsibilities; and reporting and administrative arrangements of the committee. The Audit & Risk Committee does not have executive powers or authority to implement actions in areas over which Council 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.

## Membership and attendance

The Audit & Risk Committee comprises five members: two Councillors and three independent members. Councillor members are appointed annually and independent members are appointed through a recruitment process for a three year term.

The committee met four times during 2014/15. The meetings were held on: 18 August 2014, 9 December 2014, 3 March 2015 and 23 June 2015.

**The following table lists the names of the committee members and their attendance at meetings throughout the year:**

Name	Role	Member since	2014/15 attendance	
Geoff Harry	Independent member (Chair)	July 2014	4 rostered	4 attended
Bev Excell	Independent member	May 2013	4 rostered	4 attended
Michael Ulbrick	Independent member	May 2011 (reappointed May 2014)	4 rostered	4 attended
Paul Klisaris	Councillor (Mayor 2014/15)	January 2015	2 rostered	2 attended
Geoff Lake	Councillor (Mayor 2013/14)	November 2013	4 rostered	4 attended
Robert Davies	Councillor	December 2013-December 2014	2 rostered	2 attended

Council's Chief Executive Officer Andi Diamond, Director Corporate Services (Tom Evans up until 6 March 2015 and Jack Crawford thereafter), Chief Financial Officer Danny Wain, Executive Manager Corporate Administration and Customer Service Jarrod Doake and the Internal Auditor (appointed by contract) attend all meetings by invitation of the committee. The External Auditor

attended meetings to present the external audit plan and the outcomes of the statutory audit for the 2013/14 Financial, Standard and Performance Statements.

The committee also meets with the Internal and External Auditors without the presence of management to discuss issues of relevant interest in accordance with the Audit & Risk Committee Charter.

**In addition to the review of internal and external audit matters during 2014/15, the Audit & Risk Committee considered the following matters:**

- » Audit & Risk Committee Charter
- » Internal Audit performance survey
- » Victorian Auditor General's Office (VAGO) performance reports relevant to Local Government
- » Local Government Performance Reporting Framework
- » Progress of actions from the reviews undertaken by the Internal Auditors.

The Chairperson Geoff Harry held his annual meeting with Council in October 2014 to brief Council on current issues and performance of the Audit & Risk Committee. Mr Harry highlighted activities of the Audit & Risk Committee and other key areas including the Strategic Internal Audit Plan, VAGO audits and Risk Management implementation.

In accordance with best practice the Audit & Risk Committee also undertook a self-assessment to evaluate its own performance.

## Internal Audit

Council's contract for Internal Audit services with PricewaterhouseCoopers (PwC) was extended for a further year (to June 2016). Upon reappointment, PwC used the risk assessment prepared by Council to prepare a three-year Internal Audit program, for recommendation by the Audit & Risk Committee. The program was adopted by Council on 28 July 2015.

## External Audit

Council's External Auditors are the Victorian Auditor General's Office (VAGO).

## Key Activities for 2014/15

**The following reviews were conducted in accordance with the adopted Risk Assessment and Internal Audit program:**

- » Cash Collection and Payment Processing (Clayton Aquatics & Health Club, Monash Aquatic & Recreation Centre and Oakleigh Golf Course)
- » IT Security Assessment
- » Performance Reporting Framework
- » Contract Management (Traffic and Parking Services Contract)
- » Asset Management
- » Follow-up of outstanding internal audit actions
- » Oversight of risk management function of Council
- » Real-time assessment of the Electronic Document Management System project.

# RISK & OPPORTUNITY MANAGEMENT

Council's Executive Leadership Team continues to lead a culture of effective risk management. This growing culture enables the organisation to make considered decisions and identify opportunities for continuous improvement.

The Policy and Framework which guides Council in identifying and managing risks and opportunities has been reviewed and incorporated into the organisation. The review was conducted having regard for the Australian and International Standards in Risk Management, AS/NZS ISO 31000:2009, Risk Management - Principles and Guidelines.

A complete review of the organisation's Strategic and Corporate Risks was conducted with a particular focus on risks and opportunities aligned to the 2014/15 Council Plan. Continuous reporting to both the Executive Leadership Team and the Audit & Risk Committee ensures a continued focus on the management of risks and opportunities.

Council's portfolio of Insurance policies reflects the diversity of activities Council considers should be insured and, importantly reflects the level of risks faced by Council. The deductibles (excess) are financially manageable in this era of increased litigation. The portfolio is brokered by Jardine Lloyd Thompson Pty Ltd under contract to the Municipal Association of Victoria. The Public Liability and Professional Indemnity policy is held with MAV - LMI Insurance.

A 3.4 % saving on insurance policies across the portfolio occurred when compared with the previous year's premiums. This saving is the result of an excellent claims history for all policies, a reduction in asset values, sound risk management strategies and effective renegotiations with insurers.

# ASSET MANAGEMENT

Council is the custodian of an extensive asset portfolio valued at \$2.6 billion which comprises:

- » 282 buildings ranging from neighbourhood houses to community centres, sporting pavilions and the Civic Centre
- » 1,200 kilometres of underground pipes and 42,000 storm water pits
- » 174 playgrounds within reserves and associated with community facilities
- » 82 sports grounds.
- » 688 lights over Council sporting grounds, reserves and carparks
- » A pedestrian network of 1,564 kilometres of on-road pathways and 47 kilometres of off-road pathways
- » A road network of 732 kilometres of local roads and 25 kilometres of right of ways
- » 459 structures including 415 retaining walls and 44 bridges, jetties and boardwalks
- » 196 off-street carparks and Council plant and fleet comprising of 257 registered vehicles, valued at approximately \$10.4 million.

In 2014/15, Council started a major review of how it manages its assets and adopted a new policy which guides sustainable management of Council's assets to meet current and future community needs.

**To support the delivery of the Asset Management Policy, a four-year strategy was developed focusing on improving:**

- » Asset management governance, evaluation and performance reporting
- » Integrated service, asset and financial planning practices
- » Asset data and information systems
- » Asset management skills and capabilities
- » Asset lifecycle management work practices.

Our Asset Management Policy and Strategy is consistent with the objectives of the National Asset Management Assessment Framework (NAMAF) used to assess the local government sector nationally on maturity of asset management and reporting.

# INFORMATION TECHNOLOGY

Council's Information Technology Department supports more than 800 fixed and mobile computing devices located at over 30 sites and services.

## Specific activities completed in 2014/15 were:

- » Infrastructure upgrades to the storage area network
- » A number of software upgrades and module improvements.

## Projects planned in 2015/16 include:

- » Electronic Document Management System
- » WIFI rollout
- » Review of software and applications
- » Mobility options for Council officers to access information while on the road
- » Review strategic plan for IT service delivery for the next five years.

# GOVERNANCE AND MANAGEMENT CHECKLIST

The following are the results of Council's assessment against the prescribed Governance and Management checklist:

Governance and Management Items	Assessment
1. <b>Community engagement policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy  Date of operation of current policy: 1 April 2013
2. <b>Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Guidelines  Date of operation: 1 April 2013
3. <b>Strategic Resource Plan</b> (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with section 126 of the Act  Date of adoption: 30 June 2015
4. <b>Annual budget</b> (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act  Date of adoption: 30 June 2015
5. <b>Asset management plans</b> (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of operation of current plans: Buildings: 1 March 2012 Drainage and Retarding Basins: 1 June 2004 Road Pavement: 1 May 2011 Off Street Carparks: 1 June 2006 Pathways: 1 December 2004 Playgrounds: 1 June 2006 Public Lighting: 1 June 2006 Right of Ways: 1 June 2005 Sportfields Paving Surfaces and Spectator Facilities: 1 June 2007 Structures: 1 June 2005

6.	<b>Rating strategy</b> (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 1 July 2015
7.	<b>Risk policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: 24 February 2015
8.	<b>Fraud policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 28 November 2012
9.	<b>Municipal emergency management plan</b> (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986 Date of preparation: 1 December 2013
10.	<b>Procurement policy</b> (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the Local Government Act 1989 Date of approval: 31 March 2015
11.	<b>Business continuity plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current plan: 1 December 2014
12.	<b>Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 1 December 2014
13.	<b>Risk management framework</b> (framework outlining Council's approach to managing risks to Council's operations)	Framework Date of operation of current framework: 24 February 2015
14.	<b>Audit Committee</b> (advisory committee of Council under section 139 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)	Established in accordance with section 139 of the Act Date of establishment: 8 November 1995
15.	<b>Internal audit</b> (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 31 May 2011
16.	<b>Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section on 131 of the Act)	Framework Date of operation of current framework: 1 July 2014

<p>17. <b>Council Plan reporting</b> (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>Quarterly Reports submitted to the Executive Leadership Team</p> <p>Reports submitted: 18 November 2014, 22 January 2015, 1 May 2015 and 15 July 2015</p>
<p>18. <b>Financial reporting</b> (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)</p>	<p>Statements presented to Council in accordance with section 138(1) of the Act</p> <p>Date statements presented: 25 November 2014, 24 February 2015, 26 May 2015 and 25 August 2015</p>
<p>19. <b>Risk reporting</b> (six monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports</p> <p>Date of reports: 9 December 2014, 3 March 2015 and 23 June 2015</p>
<p>20. <b>Performance reporting</b> (six monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)</p>	<p>Six monthly reports presented to the Executive Leadership Team, Audit and Risk Committee and Councillors</p> <p>Reports presented: March 2014 and August 2015</p>
<p>21. <b>Annual Report</b> (Annual Report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)</p>	<p>Considered at a meeting of Council in accordance with section 134 of the Act</p> <p>Report considered by Council: 28 October 2014</p>
<p>22. <b>Councillor Code of Conduct</b> (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)</p>	<p>Reviewed in accordance with section 76C of the Act</p> <p>Date reviewed: 24 September 2013</p>
<p>23. <b>Delegations</b> (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)</p>	<p>Reviewed in accordance with section 98(6) of the Act</p> <p>Date of review: 28 May 2013</p>
<p>24. <b>Meeting procedures</b> (a local law governing the conduct of meetings of Council and special committees)</p>	<p>Meeting procedures local law made in accordance with section 91(1) of the Act</p> <p>Date local law made: 20 November 2007</p>

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



Andi Diamond  
Chief Executive Officer  
Dated: 28/9/2015



Cr Paul Klisaris  
Mayor  
Dated: 28/9/2015

# DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

In accordance with Part 5 of the Local Government (General) Regulations 2004 the following is a list of the prescribed documents that are available for inspection at the Monash Civic Centre (293 Springvale Road, Glen Waverley):

- » Details of current allowances fixed for the Mayor and Councillors
- » Details of senior officers' total salary packages for the current financial year and the previous year
- » Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months
- » Names of Council officers who were required to submit a return of interest during the financial year and the dates the returns were submitted
- » Names of Councillors who submitted returns of interest during the financial year and the dates the returns were submitted
- » Agendas for and minutes of ordinary and special meetings held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public
- » A list of all special committees established by Council and the purpose for which each committee was established
- » A list of all special committees established by Council which were abolished or ceased to function during the financial year
- » Minutes of meetings of special committees held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public
- » A register of delegations
- » Submissions received in accordance with Section 223 of the Act during the previous 12 months
- » Agreements to establish regional libraries
- » Details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by the Council as lessor or lessee, including the name of the other party to the lease and the terms and the value of the lease
- » A register of authorised officers
- » A list of donations and grants made by Council during the financial year
- » A list of the names of the organisations of which Council was a member during the financial year and details of all membership fees and other amounts and services provided during that year to each organisation by Council
- » A list of contracts valued at \$150,000 or more which the Council entered into during the financial year without first engaging in a competitive process.

## CONTRACTS

During the year Council did not enter into any contracts valued at \$150,000 or more without first engaging in a competitive process.

## DISABILITY ACTION PLAN

The Disability Action Plan 2013-2017 supports Council to address access and inclusion issues so that people with a disability are provided with opportunities to fully participate in all aspects of life in Monash.

The plan guides Council in service provision, planning, engagement and advocacy on issues important to people with a disability. It outlines actions to be implemented in the four year period under the key priorities of:

1. Access, services and participation
2. Employment
3. Leadership, advocacy and communication
4. The built environment
5. Organisational development
6. Monitoring and implementation

The plan was developed in consultation with the Monash

community, Council staff, the Monash Disability Consultative Committee and the Monash Access and Inclusion Network. In addition, the plan has been informed by the Monash in Four community survey 2012.

The plan is reviewed annually and a progress report is presented to Council and the Monash Disability Consultative Committee. The progress report is also made available on Council's website.

# DOMESTIC ANIMAL MANAGEMENT PLAN

The Domestic Animal Management Plan 2013-2017 provides a strategic framework to Monash Council for policy direction and action plans related to animal management during this four-year period.

Council enforces relevant State legislation and Monash's Local Laws together with educating our community on issues of animal management and responsibilities associated with pet ownership.

The plan aims to integrate best practice in domestic animal management with Council's priorities for actions to be undertaken during the period 2013-2017.



# 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.

No such ministerial directions were received by Council during the 2014/15 financial year.

# FREEDOM OF INFORMATION

In accordance with section 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 on its website 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 on 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 (at either mail@monash.vic.gov.au or c/o Monash Council, PO Box 1, Glen Waverley 3150).

Access charges may also apply once documents have been processed and a decision on access is made (e.g. photocopying and search and retrieval charges).

## Details of FOI requests in 2014/15

FOI applications received	28
FOI applications responded to within statutory timeframe	27
Access granted in full	26
Access granted in part	1
Access denied	0
Withdrawn	1
Request for review	0
Appeal to VCAT	0

# PROTECTED DISCLOSURES

In 2012 the Protected Disclosures Act 2012 was created and replaced the Whistleblowers' Protection Act 2001.

Monash Council is committed to the aims and objectives of the legislation which aims:

(a) To 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) To provide protection for-

- (i) persons who make those disclosures
- (ii) persons who may suffer detrimental action in reprisal for those disclosures

(c) To 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 Protected Disclosures Policy and Procedures are available on request at Council's Civic Centre and on Council's website at [www.monash.vic.gov.au](http://www.monash.vic.gov.au)

In the past financial year, Council has received no disclosures under either the Whistleblowers Protection Act 2001 or the Protected Disclosures Act 2012.

# ROAD MANAGEMENT ACT MINISTERIAL DIRECTION

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

No such ministerial directions were received by Council in the 2014/15 year.

## INFORMATION PRIVACY

In September 2001, the *Information Privacy Act 2000* came into operation. This was subsequently replaced by the *Privacy and Data Protection Act 2014*.

The purpose of the Act can be summarised as follows:

- (a) To balance the public interest in the free flow of information with the public interest in protecting the privacy of personal information in the public sector
- (b) To balance the public interest in promoting open access to public sector information with the public interest in protecting its security
- (c) To promote awareness of responsible personal information handling practices in the public sector
- (d) To promote the responsible and transparent handling of personal information in the public sector
- (e) To promote responsible data security practices in the public sector.

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

The legislation sets out 10 Information Privacy Principles (IPPs) that govern collection, use, storage, security and accuracy of personal information. Compliance by a public sector organisation with the IPPs is mandatory.

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

Monash City Council regards as important the protection of its residents' and other customers' privacy and personal information. The Council will do its best to protect this privacy and personal information in all dealings that it may have with you, in accordance with the principles set out in the *Privacy and Data Protection Act 2014*.

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

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

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

Visitors to our website will not be required to disclose personal information. Tracking of visits to the site will only be conducted for the purposes of collecting statistical information and will not identify individuals. The website contains links to other sites. Council takes no responsibility for the content or privacy practices of these sites.

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

A person may seek access to or correction of the personal information the Council holds about them. Such requests must be made in writing to:

Council's Information Privacy Officer  
PO Box 1  
GLEN WAVERLEY VIC 3150.

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

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



# LOCAL LAWS

Under Section 3E of the Local Government Act 1989, one of the functions of a Council is to make and enforce local laws. Local Laws are made under the provisions of Section 111 of the Local Government Act 1989.

Council currently has the following local laws:

Meeting Procedures Local Law No.1 The principal objective of this Local Law is to provide for the orderly, fair and effective conduct of meetings of Council and special committees and to provide for the election of the Mayor and chairpersons of special committees.

Sealing of Documents Local Law No.2 The purposes of this Local Law are to:

- » 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 The objectives of this Local Law are to:

- » 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 which may adversely affect the enjoyment of life within the municipal district or the health, safety and welfare of persons within the municipal district
- » And to achieve these objectives by:
  - › Regulating and controlling activities of people within the municipal district which 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 Environment Local Law No. 3A The principal objective of this Local Law is to amend Part 2 of Council's Local Law No. 3 so as to:

- (a) Prohibit smoking within the confines of a playground located within a Council reserve
- (b) Protect the health and enjoyment of Council's residents and ratepayers, and the amenity of the municipal district
- (c) Provide for the peace, order and good government of the municipal district

Smoking Ban Local Law No.4 The objectives of this Local Law are to:

- 1.1 Provide for the peace, order and good government of the municipal district
- 1.2 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

And to achieve these objectives by prohibiting smoking at specified events and in and around specified buildings.

# Section Three

Our Council



# MONASH PROFILE

**Monash is one of Melbourne's most populous municipalities, with an estimated residential population of 185,037 people.**

We are a culturally diverse and cosmopolitan City with 45% of our residents having been born overseas.

The median age of Monash residents is 38 years, a little older than the Greater Melbourne median of 36 years. We have a significantly higher proportion of residents aged over 64 years (17.2%) compared with Greater Melbourne (13.1%) and a higher proportion of young people, with 16.1% of residents aged 15-24 years compared with 13.8% in Greater Melbourne.

Our City has a highly skilled and well-educated workforce. Monash remains a desirable place due to the leafy character of the City along with schools, tertiary education institutions and a broad range of sporting, recreational and community facilities including libraries.

Monash is also home to the Monash Medical Centre, Monash University, Holmesglen TAFE and the Victoria Police Academy. We have developed a reputation as a technology and business centre thanks to the Australian Synchrotron and a number of major companies basing their headquarters here. Along with these major companies, a large number of small to medium businesses provide some 90,000 jobs, making our City second only to Melbourne's Central Business District for job opportunities.

We are connected to the rest of Melbourne by major roads including the Monash and Eastern Freeways and EastLink and public transport, in particular trains and a large network of bus routes.

## HISTORY OF MONASH

**The original inhabitants of the Monash area were the Bunurong people. These people were one of four tribes that made up the Kulin nation. European settlement of this area is first recorded in 1839, in the vicinity of Jells Park.**

The City of Monash was formed in 1994, following the amalgamation of the former Cities of Oakleigh and Waverley. Monash has evolved into a vibrant and diverse community that enjoys enviable open spaces, community facilities and a strong business community.

## COUNCIL CONTACTS:

**Monash Civic Centre**  
293 Springvale Road, Glen Waverley, 3150  
Hours: 8.30am to 5pm  
Monday to Friday

**Oakleigh Service Centre**  
3 Atherton Road, Oakleigh, 3166  
Hours: 8.45am to 5pm  
Monday to Friday

**Telephone:** 9518 3555

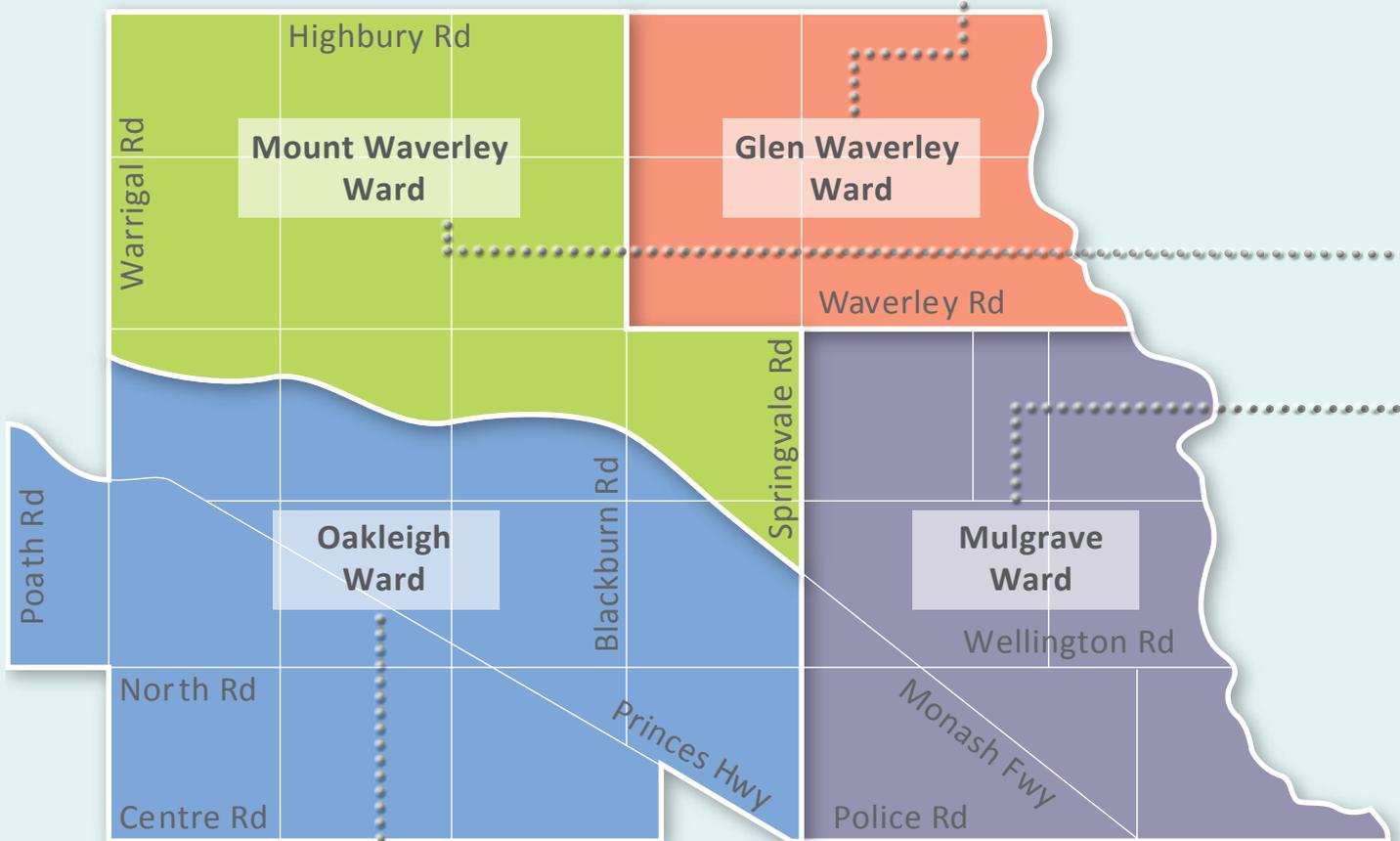
**Fax:** 9518 3444

**National Relay Service** (for people with hearing or speech impairments): 1800 555 660

**Website address:** [www.monash.vic.gov.au](http://www.monash.vic.gov.au)

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

## Monash Council Wards



Monash is represented by 11 Councillors who are elected by the community to plan for the long-term future of the area and to decide upon local matters after considering community views. The current Council was elected for a four year term in October 2012.

Each of the Councillors represents a ward, or geographic area, within Monash. Two Councillors represent Glen Waverley ward while there are three Councillors in each of the three other wards: Mount Waverley, Mulgrave and Oakleigh.

Each year, the Councillors vote on who amongst them will be Mayor and Deputy Mayor for the next 12 months.

**Glen Waverley  
Ward**



**Cr Geoff Lake**  
Date elected:  
27 October 2012  
0411 645 281  
Geoff.Lake@  
monash.vic.gov.au



**Cr Katrina Nolan**  
**Deputy Mayor**  
Date elected:  
27 October 2012  
0406 274 126  
Katrina.Nolan@  
monash.vic.gov.au

**Mount Waverley  
Ward**



**Cr Brian Little**  
Date elected:  
27 October 2012  
0407 878 033  
Brian.Little@  
monash.vic.gov.au



**Cr Jieh-Yung Lo**  
Date elected:  
27 October 2012  
0400 235 363  
Jieh-Yung.Lo@  
monash.vic.gov.au



**Cr Rebecca Paterson\***  
Date elected:  
14 June 2013  
0437 959 163  
Rebecca.Paterson@  
monash.vic.gov.au

**Mulgrave  
Ward**



**Cr Robert Davies**  
Date elected:  
27 October 2012  
0416 000 777  
Robert.Davies@  
monash.vic.gov.au



**Cr Micaela Driberg**  
Date elected:  
27 October 2012  
9570 4602  
Micaela.Driberg@  
monash.vic.gov.au



**Cr Paul Klisaris**  
**Mayor**  
Date elected:  
27 October 2012  
9518 3555  
Paul.Klisaris@  
monash.vic.gov.au

**Oakleigh  
Ward**



**Cr Stefanie Perri\*\***  
Date elected:  
22 December 2014  
0421 038 768  
Stefanie.Perri@  
monash.vic.gov.au



**Cr Bill Pontikis**  
Date elected:  
27 October 2012  
0418 355 166  
Bill.Pontikis@  
monash.vic.gov.au



**Cr Theo Zographos**  
Date elected:  
27 October 2012  
0430 316 911  
Theo.Zographos@  
monash.vic.gov.au

\*Cr Paterson was elected in a countback election to fill the vacancy caused by the sudden death of Cr Tom Morrissey.

\*\*Cr Perri was elected in a countback election following the resignation of Cr Stephen Dimopoulos, who was elected as the Member of Parliament for Oakleigh in November 2014.

# ORGANISATION STRUCTURE

Our Executive Leadership Team is responsible for the day to day management of the organisation and for carrying out the strategic directions in the Council Plan. The Executive Leadership Team includes the Chief Executive Officer, four directors, two executive managers, and a manager.

Here is our Executive Leadership Team and Management Team, as at 30 June 2015.



**Chief Executive**  
Andi Diamond



**Manager**  
**Communications**  
Ainslie Gowan

**Areas of responsibility:**

- » Community Consultation Coordination
- » Council's Website; Social Media (twitter and facebook) and Monash Bulletin (monthly community newsletter)
- » Media Liaison



**Executive Manager**  
**Corporate Administration and Customer Service**  
Jarrod Doake

**Areas of responsibility:**

- » Community Halls
- » Council Operations
- » Customer Service
- » Governance
- » Information Management
- » Risk Management



**Executive Manager**  
**Human Resources**  
Frank Rog

**Areas of responsibility:**

- » Human Resources
- » Payroll
- » Occupational Health and Safety
- » Organisation Development



**Director**  
**City Development**  
Peter Panagakos

**Areas of responsibility:**

- » Building Regulation
- » Enforcement of Community Laws
- » Environmental Sustainability
- » Property Management
- » Public Health
- » Strategic Planning
- » Statutory Planning
- » Urban Design and Architecture

- » **Manager City Planning**  
Angela Hughes
- » **Manager Community Amenity**  
Greg Talbot
- » **Manager Property**  
Graeme Younger
- » **Manager Urban Design and Sustainability**  
Belinda Tsering

**Director  
Community Development  
and Services**  
Julie Salomon



**Areas of responsibility:**

- » Active Monash (sport/recreation)
- » Aged and Community Services
- » Children Youth and Family Services
- » Community Planning and Development
- » Economic Development
- » Festivals and Events
- » Libraries
- » Monash Gallery of Art



**Manager Active Monash**  
Kris Miller



**Manager Aged and Community Services**  
Simon Rose



**Manager Children, Youth and Family Services (Acting)**  
Lucas Gosling



**Manager Community Planning and Development**  
Fee Harrison



**Manager Economic Development**  
Jeff McAlpine



**Manager Information and Arts**  
Anne-Maree Pfabe

**Director  
Corporate Services**  
Jack Crawford



**Areas of responsibility:**

- » Corporate Planning
- » Finance
- » Information Technology
- » Strategic Procurement



**Chief Finance Officer**  
Danny Wain



**Manager Corporate Planning**  
Dan Wade



**Manager Information Technology (Acting)**  
Stephen Peatling



**Manager Strategic Procurement**  
Mick Ross

**Director  
Infrastructure**  
Ossie Martinz



**Areas of responsibility:**

- » Capital Works
- » Horticultural Services
- » Engineering
- » Strategic Asset Management
- » Waste Services



**Manager Capital Works**  
Andrew Andonopoulos



**Manager Engineering**  
James Paterson



**Manager Horticulture Services**  
Phillip Plumb



**Manager Strategic Asset Management**  
Chris LoPiccolo



**Manager Waste Services**  
Joe Lunardello

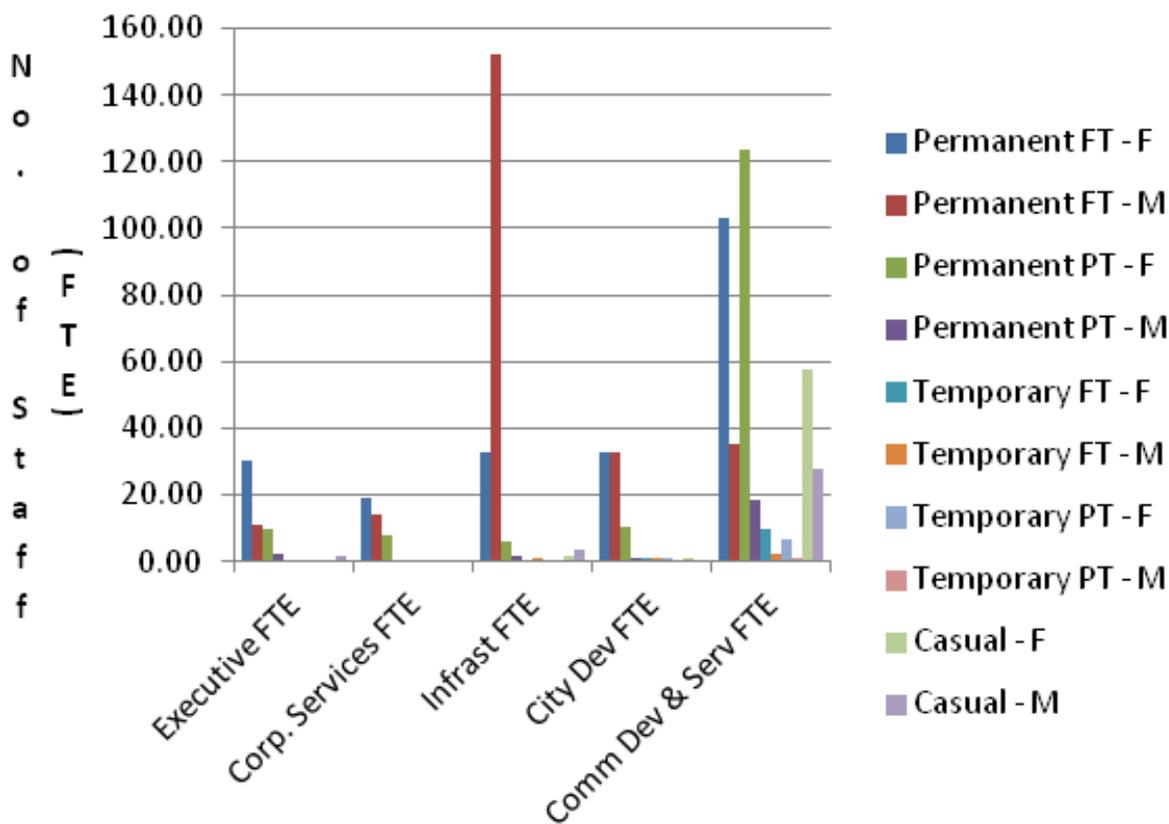
# COUNCIL STAFF

Below is a table and a graph summarising the number of Council's full time equivalent (FTE) staff, the division they work in, their employment type and gender.

Employment Type/Gender	Executive FTE	Corp Services FTE	Infrast FTE	City Dev FTE	Comm Dev & Serv FTE	TOTAL FTE
Permanent FT – F	30.00	19.00	33.00	33.00	103.00	<b>218.00</b>
Permanent FT – M	11.00	14.00	152.00	33.00	35.00	<b>245.00</b>
Permanent PT – F	9.67	7.85	5.75	10.06	123.88	<b>157.21</b>
Permanent PT – M	2.49	0.60	1.44	0.76	18.61	<b>23.90</b>
Temporary FT – F				1.00	10.00	<b>11.00</b>
Temporary FT – M			1.00	1.00	2.00	<b>4.00</b>
Temporary PT – F				1.24	6.77	<b>8.01</b>
Temporary PT – M					1.26	<b>1.26</b>
Casual – F			1.45	1.11	57.49	<b>60.05</b>
Casual – M	1.87		3.60	0.49	27.74	<b>33.70</b>
<b>TOTAL</b>	<b>55.03</b>	<b>41.45</b>	<b>198.24</b>	<b>81.66</b>	<b>385.75</b>	<b>762.13</b>

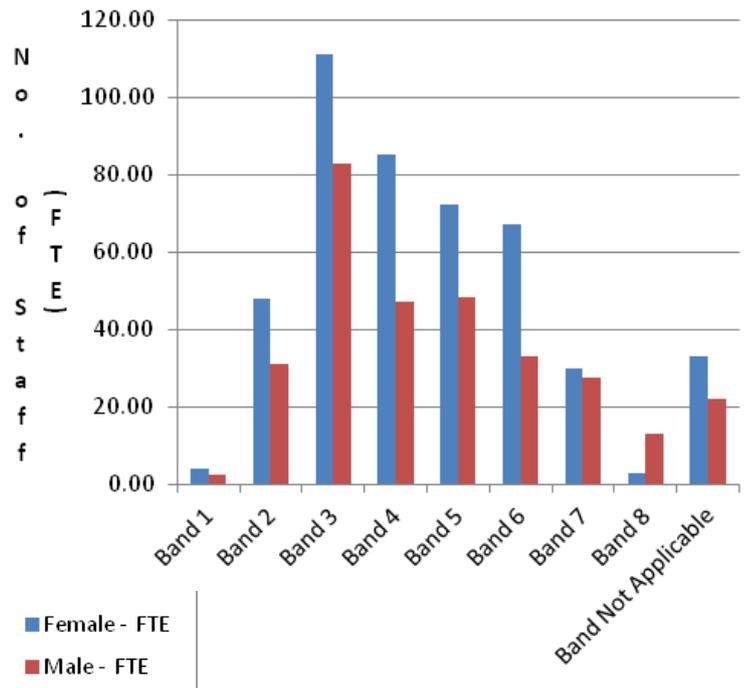
## Legend

FT - Full Time  
 PT - Part Time  
 M - Male  
 F - Female



The table and graph below show the number of full time equivalent (FTE) staff categorised by their Band level and gender.

Employment Classification	Female FTE	Male FTE	TOTAL FTE
Band 1	3.84	2.28	6.12
Band 2	48.07	31.24	79.31
Band 3	111.33	83.08	194.41
Band 4	85.34	47.26	132.60
Band 5	72.49	48.28	120.77
Band 6	67.14	33.00	100.14
Band 7	30.06	27.63	57.69
Band 8	3.00	13.00	16.00
Band Not Applicable	33.00	22.09	55.09
<b>TOTAL</b>	<b>454.27</b>	<b>307.86</b>	<b>762.13</b>



## EQUAL OPPORTUNITY

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

To support this culture, in 2014/15, 183 employees participated in a two hour training program about bullying and harassment. The program covered our Equal Opportunity Policy and Guidelines; Harassment Policy and Guidelines; and Bullying and Occupational Violence. It provided clarification of discrimination; what behaviour constitutes discrimination, bullying and harassment; employee and employer responsibilities; and processes within Council for dealing with these issues. We also continued to provide in house training to staff in Selection Interview Techniques which has reinforced our requirement for merit-based selection.

As part of our Corporate Induction Program, all new staff members are provided with full details of the Equal Opportunity, Harassment and Bullying and Occupational Violence policy, guidelines and processes through

Council's online Induction Program. This program was developed in 2012 and ensures all new staff members gain an overview of Council, common policies and guidelines. In addition, approximately 46 new permanent staff members participated in Council's one day Corporate Induction Program in 2014/15.

In 2015/16, all leaders will participate in unconscious bias, bullying and harassment and mental health awareness training to support a positive culture at Monash.

Council has prioritised the recruitment and training of new Contact Officers and refresher training for existing officers. The Contact Officers are a diverse group of staff at different levels and geographic locations across the organisation who are available to assist employees who experience discrimination, bullying or harassment in the workplace.

# TRAINING AND DEVELOPMENT

**In 2014/15, Council has continued to invest in the development of the leadership capability of our staff. This has included offering the Authentic Leadership Program to all new Directors, Managers and Coordinators and approximately 20 team leaders. This program is facilitated by Monash University FBG Group and comprises the following five modules: Keys to Leadership Excellence, Frontline Management Fundamentals, Career and Personal Development, Developing your Team, and My Strengths. The program ensures our leaders have the capability, knowledge and the commitment to achieve and act as role models of our preferred culture.**

In addition, Council provided ongoing training and support as part of our performance development and review model. This involved more than 120 leaders attending a program on setting clear objectives and holding authentic performance conversations, including difficult conversations about performance.

In January 2015, we launched our first annual Corporate Training calendar. This has provided employees across Council with the opportunity to participate in a range of development programs covering both personal and skill development. In the six months to 30 June 2015, more than 12 different programs were offered with many running multiple times. In total, 473 employees have participated in one of the corporate training sessions. Sessions have included programs focused on organisational culture (such as diversity, cross culture awareness, bullying and harassment); work skills programs (including time management, customer service, presentations and recruitment); and personal development programs (including building resilience and managing conflict).

In addition to in-house leadership and corporate training opportunities, each department has a budget to fund training related to the technical skills of the job such as first aid, forklift licences, and planning.

Monash supports employees who undertake tertiary study with both financial assistance and time off. Only a small number of staff access this support currently. To improve awareness, we intend to review and re-promote the Study Assistance Policy in the second half of 2015.

Council offers a significant Work Experience program for Year 10 students who live in, or attend school, in Monash. Students participating in the program are provided with work placements in Council departments. More than 55 students participated in the program in 2014/15.

The Corporate Health and Wellbeing Program was established to support Council employees by promoting a balanced and healthy lifestyle. A range of activities was again offered through this program in 2014/15 with an emphasis on three key areas: healthy eating, physical activity, and mental health. The program included information seminars and workshops, weight loss and fitness programs, the get moving – take a break program, fruit box promotion, healthy lunch box challenge and RU OK Day, amongst other activities.

In addition, in June 2015, for the first time we launched a comprehensive Employee Assistance Program (EAP) which offers free counselling to employees and direct family members. The service is provided by Caraniche Consulting, a well respected counselling organisation based in Victoria. Employees can access the service for work or personal reasons, on a self-referral basis which will ensure it remains confidential.

# OCCUPATIONAL HEALTH & SAFETY

The safety and wellbeing of all Monash employees and the health and safety of members of the public remains one of Council's highest priorities.

In 2014/15, Council's safety performance continued to improve with data showing a decrease in the number of Lost Time Injuries and positive Return To Work results.

Outcomes for 2014/2015 included:

- » Active participation by 107 leaders in the Safety Leadership Program to enhance our safety leadership culture. This program emphasised the OH&S accountability shared by all, with the objectives to access information, ensure risk is eliminated or managed, and that third party OH&S performance is managed effectively
- » The Safety Leadership Program was used to launch a Safety Leaders Handbook which is a guide designed to promote OH&S and shows where to find detailed safety system information
- » In September 2014, the Infrastructure Division's Occupational Health and Safety management system retained SafetyMap accreditation after a successful independent audit
- » Development and implementation of a formal induction process for all new Monash employees, contractors and agency staff
- » Continued roll out and review of corporate health and safety management system standards and divisional safety procedures
- » Access to the full suite of Australian Standards through a MAV/SAI Global local government initiative
- » Delivery of ChemAlert awareness and Emergency Warden training programs.



# SectionFour

Our Performance



# COUNCIL'S STRATEGIC PLANNING FRAMEWORK

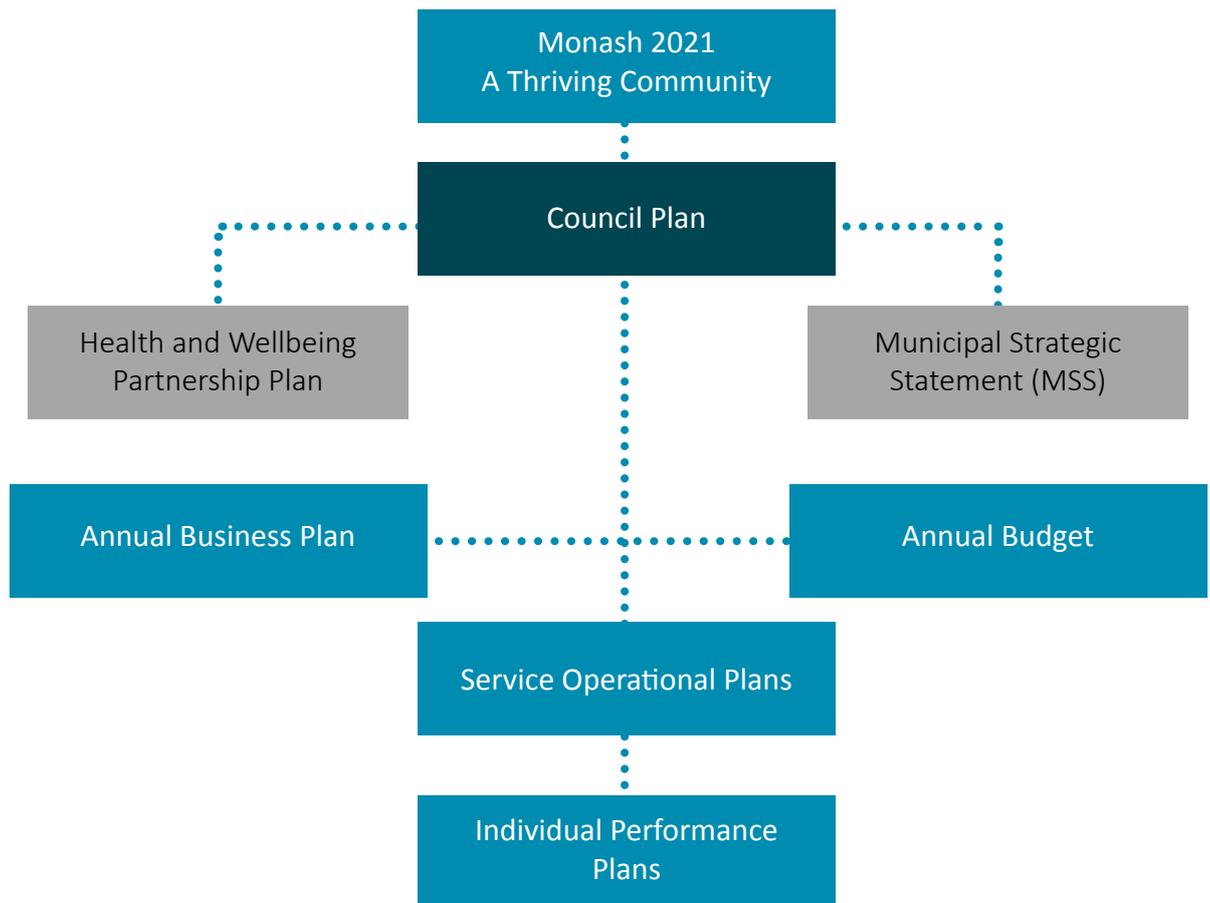
Council has a strategic planning framework that guides its operations (see diagram below).

Sitting at the top of this framework is Monash 2021 which is our vision and plan for the future.

The Council Plan 2013-2017 sits underneath this and sets out the major initiatives and services that Council intends to progress in this four year time frame. The plan is updated

in each of the financial years to focus on specific initiatives in that year.

Council's other two major strategic documents are our Annual Budget and Annual Business Plan which set out in more detail the projects and services for that year and how they will be funded.



## Council Plan

The Council Plan 2013-2017 sets out the following four key directions and principles to focus on:

- » **Direction One:** Ensuring our City has inviting places and spaces
- » **Direction Two:** Achieving a healthy and active Monash
- » **Direction Three:** Fostering confident and connected communities
- » **Direction Four:** Taking action for our future
- » **Our Principles:** Progressive governance and strong leadership.

## Performance

Council's performance in 2014/15 is outlined in this Annual Report against these Directions and Principles, demonstrating how we are achieving the initiatives in our Council Plan 2013 - 2017. 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
- » 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 those services to
- » Results against the prescribed service performance indicators and measures.

# Direction One:

## Ensuring our city has inviting places and spaces

The following statement provides information in relation to the services funded in the 2014/15 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Variance \$'000
<b>Council Halls</b>	Management and operation of Council's halls for use by the community.	(95) (59) <b>36</b>
<b>Library and Information Services</b>	This includes library services and community information and arts administration.	4,042 4,196 <b>154</b>
<b>Recreation</b>	The provision of sport and recreation facilities, programs and services within the municipality including sporting reserves, playgrounds, community programs, major leased facilities and golf courses.	367 342 <b>(25)</b>
<b>Parking Supervision</b>	The facilitation of various parking permit schemes.	(2,290) (2,224) <b>66</b>
<b>Building and Planning Control</b>	Town planning, building and compliance services to the community including building advice, issuing building permits for all types of construction (domestic/commercial/industrial) and investigations of complaints.	2,421 2,478 <b>57</b>
<b>Infrastructure Maintenance</b>	Maintenance of footpath, road and drain infrastructure and capital works management.	8,676 8,452 <b>(224)</b>
<b>Emergency Readiness</b>	Emergency management and incident coordination, incident investigations, municipal depot and Occupational Health and Safety.	82 251 <b>169</b>
<b>Asset and Building Maintenance</b>	Asset and building maintenance including fencing, signs, street furniture, trees and playgrounds.	9,010 8,503 <b>(507)</b>
<b>Waste, cleansing and recycling</b>	Domestic and commercial garbage, green waste and recycling collection, road and precinct sweeping, public litter bin clearance and litter control, annual hard rubbish collection, public toilets, Monash Pride Crew, BBQ maintenance and waste transfer station operation.	13,874 14,680 <b>806</b>
<b>Engineering and Design</b>	Management and coordination of a comprehensive Capital Improvement Program for roads, drainage, transport engineering (including bicycle facilities), engineering design and asset protection to meet the Council's infrastructure requirements and the needs of the general public.	2,028 1,895 <b>(133)</b>
<b>Horticultural Services</b>	Maintaining and improving vegetation in parks, reserves and other public areas of Monash.	5,553 5,308 <b>(245)</b>

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

## Community Outcome

### 1.1 Enhanced parks, open spaces, walking and cycling trails across the City

## Strategies to achieve this outcome

**1.1.2** Improve walking and cycling trails, including connections between existing public open spaces and links to activity centres across the City

**1.1.3** Further develop amenities and facilities within parks and reserves that reflect preferences expressed by communities

### Strategic Indicator / Measure

### Progress

**1.1.2a** Implement funded priorities from the Walking and Cycling Strategy including upgrades to Scotchmans Creek Trail.

**Progressing.** A Bicycle User Group has been formed and has met three times. A Walking and Cycling Guide has been printed and distributed. The funded priority for 2014/15 to upgrade the cycle path between Huntingdale Road and Stamford Road (Oakleigh) was not completed in the 2014/15 financial year. The work began in July and was completed in September. Other infrastructure upgrades included the development of a new path from the Gardiners Creek Trail to Elliot Street (near Holmesglen TAFE) to increase safe railway crossing and the connection to the Waverley Rail Trail.

**1.1.3a** Implement the following projects inspired by the Intergenerational Active Spaces Feasibility Study (formerly Regional Active Space Study):

#### MAJOR INITIATIVE

Further enhance Valley Reserve in Mount Waverley into a regional destination park by installing environmentally sensitive playspaces, adventure spaces, improved walking trails and amenities for children, teens and adults.

**Progressing.** 'SPARC in the Park', our first major intergenerational play space has been built in Valley Reserve. Wet weather delayed the project by several weeks, with the playspace eventually opening on Friday 28 August 2015.

Introduce nature-based playspaces that cater for a wide range of children, teens and people at the following six reserves: Wellington Reserve and Portland Street South Reserve, Mulgrave; Brandon Park Reserve, Glen Waverley; Beverley Grove Reserve, Mount Waverley; Marykirk Drive Reserve, Wheelers Hill; and Jordan Reserve, Chadstone.

**Progressing.** Completed playspaces at Beverley Grove, and Jordan Reserve. Wellington Reserve and Brandon Park playspaces were delayed due to wet weather but were completed by mid July. Improvements were also made to playspaces in Ashwood Drive (Ashwood), Argyle Reserve (Hughesdale) and Charlton Reserve (Mount Waverley), in response to requests from local residents. Further consultation was identified for the Portland Street playspace as the community indicated in its initial feedback that the playspace should be relocated to a better position. The Marykirk Drive Reserve playspace required further design which is anticipated to be completed in 2015/16.

**1.1.3b** Implement funded priorities from the Active Reserves Strategy including:

1. New sports lighting at four reserves: Holmesglen Reserve, Ashwood; Gardiners Reserve, Burwood; Central Reserve North, Glen Waverley; Tally Ho Tennis Club, Mount Waverley.
2. Improved cricket net facilities at Essex Heights Reserve, Mount Waverley.
3. Sports ground upgrades in Glen Waverley at Larpent Reserve and Capital Reserve.

#### MAJOR INITIATIVE

4. Upgrade Pavilions at Ashwood Reserve, Ashwood and Capital Reserve, Glen Waverley.

**1. Complete.** Sports lighting projects completed at Central Reserve North, Holmesglen Reserve, Gardiners Reserve and Tally Ho Tennis Club.

**2. Complete.** Cricket net project completed at Essex Heights Reserve. Other projects completed as follows: Capital Reserve storage project; storage at Columbia Park and Gardiners Reserve; shade structures at Waverley Women's Softball Centre and Glen Waverley Golf Club; concrete wicket upgrade at Jordan Reserve and fencing upgrades at Holmesglen Reserve.

**3. Progressing.** Larpent Reserve project completed. Capital Reserve will be considered in future programs.

**4. Progressing.** Capital Reserve and Ashwood Reserve pavilion projects are due for completion by October 2015.



## Community Outcome

### 1.2 Access and safety needs of all are attended to

## Strategies to achieve this outcome

- 1.2.1 Upgrade footpaths and pedestrian continuity
- 1.2.2 Explore Monash becoming an 'Age Friendly City'
- 1.2.3 Implement key aspects of Council's Domestic Animal Management Plan 2013-2017

### Strategic Indicator / Measure

**1.2.1a** Priority areas identified for footpath renewal and renewal works undertaken in accord with funded priorities.

**1.2.2a** Complete development of a new 'Plan for an Age Friendly Monash'.

**1.2.3** Implement an education program about responsible pet ownership and the prevention of dog attacks.

### Progress

**Complete.** Footpath replacement program has exceeded annual targets due to increased funding through overall capital works program.

**Complete.** The plan was adopted by Council on 30 June 2015.

**Complete.** The following actions were taken in 2014/15 as part of an education program about responsible pet ownership and the prevention of dog attacks:

- » The 'We Are Family' responsible animal ownership and education program continued in kindergartens and primary schools
- » Articles were run in the Monash Bulletin and in the media promoting the benefits of animal registration and linking it to responsible pet ownership
- » Brochures on responsible pet ownership are included in all correspondence on animal matters
- » Council's Animal Management Officers attended festivals and events and held a community information session to provide information on responsible pet ownership.



## Community Outcome

### 1.3 The local impacts reported by residents resulting from the density of residential development are monitored and managed

#### Strategies to achieve this outcome

- 1.3.1** Gather data and identify better means for understanding the cumulative impacts on streetscapes and local communities
- 1.3.2** Adopt an evidence-based approach to the management and ongoing renewal of our City's public tree canopy
- 1.3.3** Utilise our annual planting program to improve the amenity and liveability of local areas associated with increasing residential density
- 1.3.4** Pursue new strategic plans and policies to provide stronger direction about residential developments of increased density
- 1.3.5** Build community understanding of development and housing issues

#### Strategic Indicator / Measure

#### Progress

**1.3.1b** Coordinate presentation of data and findings, to establish a response.

**Complete.** Research has identified where the most redevelopment is occurring in Monash, with Clayton being one of the key areas. This research has been discussed internally, with possible actions including focusing street tree planting in areas where major redevelopment is occurring.

**1.3.2a** Prepare a street tree management program.

**Progressing.** In March 2015, consultants were engaged to prepare this program. Feedback from community consultation has been incorporated in the final draft which is expected to be considered by Council in October 2015.

**1.3.3a** Complete the planting program of 110,000 new trees, shrubs and ground covers per annum (including a minimum of 1,500 street trees per annum).

**Complete.** This target was achieved. At 29 June 2015 a total of 117,535 trees, shrubs and groundcovers had been planted. Of these 1,657 were street trees.

**1.3.4c** Progress review of the Monash Planning Scheme.

**Complete.** The report on the review of the Monash Planning Scheme was adopted by Council on 29 July 2014. As part of the review Council resolved to prepare amendments to the Monash Planning Scheme to rezone redundant industrial properties and introduce Gaming, Licensed Premises and Environmental Sustainable Development policies into the Monash Planning Scheme.

The changes to introduce the three new local policies, including the Gaming policy, were adopted by Council at its meeting on 30 June 2015 and the amendment has been submitted to the Minister for Planning for inclusion in the Monash Planning Scheme.

**1.3.5b** As part of this review of the Monash Planning Scheme, engage with the community to build understanding of the new planning scheme policies.

**Complete.** After community consultation early in 2014, Council adopted the Monash Housing Strategy in October 2014. The first round of residential zone changes were adopted for consultation by Council in February 2015. The Metropolitan Planning Authority requested changes to the proposed residential zones to include residential growth opportunities around the Clayton Activity Centre and the Monash Employment Cluster. These changes were considered by Council at its meeting in April 2015 and included in the new residential zones Amendment C125. Comprehensive community consultation on Amendment C125 started on 22 June 2015. To assist in broadening community understanding of the residential development and planning process, Council conducted a series of information sessions in October 2014 and a detailed community information session on the Housing Strategy and proposed changes was held in April 2015.

## Community Outcome

### 1.4 Cultural and Activity Centres across Monash remain vibrant and pleasant places to be

#### Strategies to achieve this outcome

**1.4.1** Undertake studies on Major Activity Centres across the City, identifying priorities for planned changes. Studies to also include:

- » A focus on railway station 'precincts' and transport interchange points, giving them a stronger focus and legibility (through urban design treatments, transport planning, pedestrian continuity and signage)
- » Analysis of local opportunities, costs and benefits of locating community centres/hubs within each Major Activity Centre
- » Consult the Public Art Policy regarding the possible inclusion of public art in our cultural and activity centres.

**1.4.2** Develop design guidelines for future developments in and around Activity Centres through the preparation of urban design frameworks, structure plans and other appropriate planning tools

**1.4.3** Improve the maintenance and viability of Activity Centres across Monash

**1.4.4** Continue to develop our library service and the Monash Gallery of Art

## MAJOR INITIATIVE

**1.4.1a** Develop an Expression of Interest to test the feasibility of developing the land bounded by Springvale Road, Coleman Parade, Kingsway and Railway Parade North in Glen Waverley

**Complete.** Expression of Interest (EOI) documents were completed in early February 2015. On 24 February 2015, Council considered a report on progressing the public EOI process and resolved to defer the EOI process until it further considers a report on the proposal at its October 2015 meeting. This will allow the EOI documents to be refined in relation to the replacement car parking and desired specification for the provision of the library/ community hub and civic plaza.

**1.4.1c** Progress the Glen Waverley Structure Plan and commence the planning scheme amendment process.

**Complete.** After the conclusion of a community consultation process in April and May 2014, Council finalised and adopted the Glen Waverley Structure Plan in September 2014. A series of planning scheme amendment changes were developed to implement the key land use directions of the Structure Plan. A planning scheme amendment is required to introduce these changes. Community consultation on this amendment started in June 2015.

**1.4.2** Develop design guidelines for future developments in and around Activity Centres through the preparation of urban design frameworks, structure plans and other appropriate planning tools.

**Complete.** Council began consultation on the Glen Waverley Activity Centre Structure Plan in May 2014 and the Structure Plan was adopted by Council in September 2014. To give effect to the Structure Plan via a Planning Scheme Amendment, Council held an information session with the community in April 2015 followed by the commencement of formal consultation around proposed Amendment C120 in June 2015. Council has also been working with the Metropolitan Planning Authority on the Clayton Activity Centre in terms of its growth/development as an activity centre and residential development surrounding it.

**1.4.3a** (1) Implement actions from the Monash Economic Development Strategy and Action Plan including creating a marketing campaign with trader associations to encourage businesses to decorate their windows during the festive season.

**Complete.** A festive window display campaign was successfully implemented in the Glen Waverley, Pinewood (Mount Waverley) and Oakleigh shopping areas. About 200 votes were received from the community, nominating their favourite festive window.

**1.4.3a** (2) Implement actions from the Monash Economic Development Strategy and Action Plan including promoting further investment in the Monash Technology Precinct

**Complete.** A Melbourne East Regional Investment Strategy and prospectus has been developed focusing on the innovation, education and health sectors. The strategy and prospectus also promotes the wider region to potential investors.

**1.4.3b** (1) Continue to support Trader Associations to be active and effectively focus on promotional and operational issues for their respective activity centres.

**Complete.** Council supported Trader Associations in 2014/15 through ongoing communications and attendance at traders association meetings.

## MAJOR INITIATIVE

**1.4.3b** (2) Install signage at Activity Centres across Monash

**Progressing.** Signage was installed in August and September 2015.

**1.4.3d** Progress implementation of Council's Graffiti Removal Strategy and Policy

**Complete.** All works programmed for the 2014/15 were completed. These included:

- » Removal of (reported) graffiti on Council property within five days. 1025 incidences of graffiti were removed from Council property

- » Removal of (reported) offensive/obscene graffiti within two days. 17 incidences of offensive graffiti were removed
- » Council continues to provide free graffiti removal kits to residents (49 kits provided in 2014/15)
- » Graffiti awareness program delivered in three schools (Wellington Secondary, Mazenod, Huntingdale Primary) to complement the Huntingdale graffiti grant project
- » Consideration given to landscaping as a barrier to graffiti in select locations (i.e. Huntingdale graffiti grant project)
- » Council is working with other authorities (such as VicTrack and VicRoads) to gain permission to remove graffiti under the Department of Justice Graffiti removal program.

#### 1.4.4 Complete the Year Three actions of strategic plans for the Monash Public Library Service and Monash Gallery of Art

**Complete.** Key outcomes for the Monash Public Library Service this year were:

- » Multicultural storytimes, including those in Greek, Italian and Chinese
- » Ongoing program of books delivered to aged care facilities throughout Monash
- » Partnered with Monash Youth and Family Services to present workshops for young people on healthy body image
- » Refurbished study and teenage reading areas at Glen Waverley and Mount Waverley libraries
- » Continued popular uptake of public tutorials promoting new technologies (including to seniors and introductory sessions on iPads and smart-phones to the Women's Friendship Café at Clayton).

In 2014/15, the library:

- » Issued 1.9 million loans and online transactions, including 197,849 loans of Culturally and Linguistically Diverse materials
- » Had 1.01 million customer visits
- » Purchased 52,179 new library resources
- » Hosted 261,604 public PC and Wifi sessions
- » Answered 85,691 reference enquiries
- » Held 1,946 programs or activities with 68,500 attendees
- » Answered around 86,000 reference enquiries.
- » Delivered 64,000 reserved items
- » Made over 1,000 deliveries of library books to homebound residents.

Monash Gallery of Art (MGA) performed well in:

- » Building the prestige around its collection by acquiring prominent pieces of artistic photography from key collectors
- » Having a large number of travelling exhibitions
- » Growing the online resources by progressing the digitisation program
- » Holding educational events for the community and building and maintaining key relationships within the arts sector, as well as with key leadership volunteer groups.

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

Service Performance Indicators Service / Indicator / Measure	Result	Comment
<b>Libraries</b>		
<b>Utilisation</b>		
<b>Library Collection usage</b> [Number of library collection item loans / Number of library collection items]	6	This figure is expected to trend lower, as the loans figure stipulated excludes electronic books.
<b>Resource Standard</b>		
<b>Standard of library Collection</b> [Number of library collection items purchased in the last five years / Number of library collection items] x100	68%	This figure is expected to trend higher with addition of further Culturally and Linguistically Diverse materials collections and reduction in the number of non-fiction materials held due to diminishing publication of range of non-fiction materials.
<b>Service cost</b>		
<b>Cost of library service</b> [Direct cost of the library service / Number of visits]	\$5	This figure represents operating costs/physical visits (door counts) and is expected to trend upwards, as library visits trend down, partly due to increased online access to library e-resources, online renewals and reservations.
<b>Participation</b>		
<b>Active library members</b> [Number of active library members / Municipal population x100]	19%	This figure is expected to trend downwards. It counts only individuals who borrowed hard copy items on the library system in the reporting period, and excludes anyone who borrowed e-books or used the electronic reference resources, in-house Wifi or internet, without also borrowing hard copy items.
<b>Statutory Planning</b>		
<b>Timeliness</b>		
<b>Time taken to decide planning applications</b> [The median number of days between receipt of a planning application and a decision on the application]	80	Reflects current number of staff/EFT handling applications. The Statutory Planning Unit and the Administration Unit have introduced and will continue to look for improvements to key processes.
<b>Service standard</b>		
<b>Planning applications decided within 60 days</b> [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	74%	There has been a pleasing increase in the percentage of applications decided in the statutory timeframe and it is likely that this will continue on average throughout the coming financial years, noting that there will always be peaks and troughs throughout the financial year.
<b>Service cost</b>		
<b>Cost of statutory planning service</b> [Direct cost of statutory planning service / Number of planning applications received]	\$1,537	No out of the ordinary expenditure for the 12 months.
<b>Decision making</b>		
<b>Council planning decisions upheld at VCAT</b> [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]	49%	Decisions VCAT makes on planning appeals are not controlled by Council.

<b>Roads</b>		
<b>Satisfaction of use</b>		
<b>Sealed local road requests</b>		
[Number of sealed local road requests / Kilometres of sealed local roads] x100	22	“Sealed local road requests” are any requests received from a member of the public (written or verbal) in regard to Council’s sealed local road network. This number is based on requests specifically regarding the paved road from the Pathway and Record Management System (RMS) over the last year.
<b>Condition</b>		Result has not changed in the last two years.
<b>Sealed local roads below the intervention level</b>		
[Number of kilometres of sealed local roads below the intervention level set by Council / Kilometres of sealed local roads] x100	96%	
<b>Service cost</b>		
<b>Cost of sealed local road reconstruction</b>		
[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$62	Only one very large project undertaken in 2014/15 (Atherton Road, Oakleigh). No other projects undertaken to compare to.
<b>Cost of sealed local road resealing</b>		
[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$21	Costs reasonably low for the 12 month period.
<b>Satisfaction</b>		
<b>Satisfaction with sealed local roads</b>		
[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	71	Result from the Local Government Community Satisfaction Survey 2015.
<b>Waste collection</b>		
<b>Satisfaction</b>		
<b>Kerbside bin collection requests</b>		
[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	74.53	Number of collection requests does not show concern by members of the public with satisfaction of the service.
<b>Service Standard</b>		
<b>Kerbside collection bins missed</b>		
[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000	4.87	Missed services reflective of increase in total bins serviced during 2014/15.
<b>Service cost</b>		
<b>Cost of kerbside garbage collection service</b>		
[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$94	As disposal costs increase the cost of the service will increase. Increase softened due to favourable CPI from lower diesel prices. Costs will increase further in the future with increase in transport costs due to closure of local Council-owned landfill.
<b>Cost of kerbside recyclables collection service</b>		
[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$14	Cost reasonably low due to favourable CPI from lower diesel prices.
<b>Waste Diversion</b>		
<b>Kerbside collection waste diverted from landfill</b>		
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	53%	Result reflects industry-wide experience of reduced recycling tonnages.

## Direction Two:

# Achieving a healthy and active Monash

The following statement provides information in relation to the services funded in the 2014/15 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Variance \$'000
<b>Home and Community Care</b>	Monash Community Care provides a comprehensive range of home and community based services and activities to assist frail aged people and people with a disability, and their carers.	1,058 374 <b>(684)</b>
<b>Children and Family Services</b>	Children's and Family Services including Maternal Child Health, Immunisation, Brine St Child Care, Family Day Care, and Children's Services Support and Planning.	1,851 1,563 <b>(288)</b>
<b>Aquatics, Health and Fitness</b>	Monash Aquatic and Recreation Centre, Oakleigh Recreation Centre, Clayton Aquatics and Health Club: facilities and services aimed at achieving a healthy and active Monash.	477 821 <b>344</b>
<b>Youth Services and Family Counselling</b>	To provide a wide range of services for young people and families. This includes support and developmental programs, referral and counselling services for individuals and families.	954 968 <b>14</b>
<b>Public Health</b>	Public Health Services including food safety inspections, food complaint investigation, Golden Plate food hygiene awards, food safety training, health premises inspections, environmental nuisance investigations, public swimming pool testing, monitoring of prescribed accommodation premises, sale of tobacco products and promotion of a Smoke Free Monash.	319 589 <b>270</b>



The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

## Community Outcome

### 2.1 Increased use of our parks, open spaces and leisure facilities

## Strategies to achieve this outcome

**2.1.1** Build on the Active Monash initiative and campaigns

**2.1.2** Work with local sporting clubs and community groups to maximise the use of parks, open spaces and Council's leisure facilities

Strategic Indicator / Measure	Progress
<p><b>2.1.1a</b> Increased use of Council's aquatic and leisure facilities and increased attendances at Active Monash community programs, such as Active People Active Parks, Lets All Play and Active Monash Month.</p>	<p><b>Complete.</b> Attendances at aquatic and leisure facilities were up 37,619 (2.3%).</p> <p>Attendances at the following community programs increased from the previous year:</p> <ul style="list-style-type: none"> <li>» Active Monash Month - Up to an average attendance of nearly 30 per session with almost 1,000 people engaging in the program during the year, which was nearly double the participation figures from the previous year</li> <li>» Active People Active Parks - Average attendance per session up to 18. Slight increase on last year's numbers</li> <li>» Let's All Play - 300 attendees linked into the come and try activities, which included soccer, cricket, AFL, rugby, netball, athletics and swimming. This was an increase of 75 on the previous year.</li> </ul>
<p><b>2.1.1c</b> Analyse the impact of the 'Active Citizenship through Sport' pilot program and consider expanding the program to include all Monash sports clubs.</p>	<p><b>Complete.</b> The pilot program has been completed. Clubs continue to implement initiatives as a result of the program. These initiatives are ongoing and will continue to develop within clubs in Monash. However, as external funding is ceasing, there are no plans to significantly expand the program.</p>
<p><b>2.1.1d</b> Expand existing 'Active People Parks Program' to target areas that have been identified to have low physical activity levels.</p>	<p><b>Complete.</b> Increased activities and attendances were recorded and sessions were held targeting areas that have been identified as having low levels of physical activity. This program will continue to be expanded with new and innovative activities, with a particular focus on areas with lower levels of physical activity.</p>
<p><b>2.1.1e</b> Establish a community-led Bicycle User Group to increase the use of Monash's walking and cycling network.</p>	<p><b>Complete.</b> A Bicycle User Group was created and is operating. The group has been broken into sub-groups that address the following areas:-</p> <ul style="list-style-type: none"> <li>» Advocacy</li> <li>» Commuter cycling</li> <li>» Recreational cycling</li> <li>» Infrastructure</li> <li>» Communications.</li> </ul>
<p><b>2.1.1f</b> Expand sporting and recreation opportunities for newly arrived and culturally diverse youth, through tailored programs such as 'Let's All Play'.</p>	<p><b>Complete.</b> Sporting and recreation opportunities for culturally diverse youth were expanded through the Let's All Play program in 2014/15 and included:</p> <ul style="list-style-type: none"> <li>» Come and Try sports days</li> </ul>

- » Sports scholarships through Sports Without Borders
- » Learn to Swim program for newly arrived youth
- » Planning for Youth Leadership Program
- » Harmony in Soccer tournament in Monash held for newly arrived boys and girls
- » Presentations at the Refugee Week event at Clayton Community Centre.

**2.1.1g** Build a stronger local connection between communities and nature through park-based community activities such as events to open new playspaces, community-led nature walks, educational forums and tree planting days.

**Complete.** Community activities included SPARC Valley Reserve consultation, Holmesglen Reserve Playspace opening, Educational NAIDOC Walk in Valley Reserve, tree planting and consultation activity at Brandon Park Reserve. Successfully conducted the Active People Active Parks program which links the community in with Council reserves to encourage people to get active in a friendly and inclusive setting.

#### MAJOR INITIATIVE

**2.1.2h** Introduce a synthetic playing surface at Jack Edwards Reserve, Oakleigh

**Complete.** The synthetic pitch at Jack Edwards Reserve was completed in February 2015. It increases sporting opportunities for local children as synthetic surfaces can be played on more regularly than natural turf. Additional fencing and signage was installed in July.

### Community Outcome

**2.2 Residents are inspired to remain physically active and healthy**

### Strategies to achieve this outcome

- 2.2.1** Identify key health issues for the Monash population and the priorities for attention over the next four years for promoting an 'Active and Healthy Monash'
- 2.2.2** Implement the relevant actions from each of the following Council strategies: Physical Activity Plan; Actions Plans within the Monash Access and Equity Framework 2013-2017
- 2.2.3** Encourage independence of residents aged 65+ through the Department of Human Services 'Active Service Model'. This model applies to Home and Community Care programs delivered by Council and aimed at supporting people to remain living at home and connected with their community, to optimise their independence and quality of life
- 2.2.4** Review and update the strategies for promoting active ageing in Monash
- 2.2.5** Support a ban on smoking in alfresco dining areas across Monash

**2.2.1a** Key actions/funded priorities implemented from Monash Health and Wellbeing Partnership Plan.

**Complete.** Actions all completed with report noted at Council meeting on 30 June 2015. Key highlights included:

- » “Enough Pokies” campaign - Council demonstrated political and public health leadership through coordinating the “Enough Pokies” state wide local government advocacy campaign which highlighted the targeted infiltration of pokies in vulnerable communities across Victoria by the gaming industry. The campaign sought to influence the policies of the major political parties in the lead-up to the November 2014 State election. An unprecedented number of councils (70 plus) were mobilised by Monash Council to pledge their support for the campaign, along with MAV, VLGA and The Salvation Army
- » Clayton CANVAS - Council is implementing an innovative site-based gambling prevention program to reach people where they live, work, study and play. The program has been successful in mobilising major community support, more than 60 partnerships and delivering a program of community-focused events targeting the eight community cohorts at-risk of problem gambling, as identified by Council’s 2013 Impacts of Gambling in the City of Monash
- » Council endorsed and launched a Healthy Eating and Physical Activity Policy for Council staff
- » Health Promotion, Sustainability and Library teams joined forces with the Health Promotion & Dietetics team from MonashLink Community Health Service to present workshops to encourage Monash residents to eat two serves of fruit and five serves of veggies per day. Three workshops were presented across Clayton and Glen Waverley libraries in English and Chinese
- » Health Promotion and Recreation teams joined forces with Victoria Police to coordinate a community crime prevention program ‘Make your Club a Safer Place’. Victoria Police and Council provided clubs with information on how to reduce the risk of crime. This program was in response to an increase in theft from cars in Monash, including in and around sporting clubs
- » Council drafted its first policy statement in relation to Community Safety, with the first Community Safety Framework 2015 - 2020 endorsed by Council at its June 2015 meeting.

**2.2.2b** Number of initiatives in 2014/15, specifically aimed at residents being physically active and healthy, resulting from the Physical Activity Plan and Action Plans within the Monash Access and Equity Framework 2013-2017 for specific target groups.

**Complete.** A total of 55 initiatives were completed in 2014/15 including:

- » Fifteen young people from a range of cultural and linguistic backgrounds who had limited water experience and water safety knowledge participated in the ‘Learn to Swim’ program

- » Three Women's Friendship Groups were established targeting small and emerging communities including the Fijian Friendship Group, the Multicultural Group and the Cook Islands Group
- » Clayton CANVAS delivered the 'Autumn Nights' initiative in May 2015 which provided safe social evening activities for older people
- » Council endorsed and launched a Healthy Eating and Physical Activity Policy for Council staff.

**2.2.2c** Review and monitor improvement in the physical capacity of clients (who are older or who have a disability), both before and after their participation in the 'Active Community Program' - in order to determine the efficacy/benefits of the program.

**Complete.** The Active Community Program did not operate as a standalone service in 2014/15. However, its success when it was operational resulted in it being built into a standard program as part of Active Monash. The program has been built into the Active Monash program and the data is treated the same as every other user of the recreation and aquatic facilities.

**2.2.3a** Number of residents for specific age groups (aged 65 yrs +) and people with a disability, participating in these initiatives.

**Complete.** About 4,000 Monash residents accessed Council's Home and Community Care program in 2014/15 and all of these residents were supported via an Active Service Model approach.

**2.2.3c** Review and monitor outcomes of this model, through analysis of results of the Annual HACC Client survey, using multiple surveys to ensure cover of all service areas.

**Complete.** End of year results showed a very positive outcome. Less than 2% of recipients of any services were dissatisfied with the support they received. Over 95% of respondents indicated they were 'satisfied' or 'completely satisfied' with the service they received through all programs. Personal care and community bus recipients reported the highest rate of satisfaction, with approximately 95% of the recipients of both services reporting they were 'completely satisfied' with their service. Social support is the program area with the greatest scope for improvement in customer satisfaction, with 76% of customers saying they were 'completely satisfied' with the service.

**2.2.4a** Strategies for positive and active ageing within the new 'Plan for an Age Friendly Monash' are implemented and promoted.

**Complete.** Some of the key actions in the plan adopted by Council at its meeting on 30 June 2015 include:

- » Age Friendly Ambassadors being involved in the review of Council's Road Management and Footpath plans
- » Development of a comprehensive Public Toilet Strategy
- » Work with public transport and taxi providers to enhance the suitability and availability of transport options for older residents of Monash
- » The development of further actions to engage with socially isolated seniors.

**2.2.5a** Number of advocacy activities conducted on smoking bans in alfresco dining areas to State Government, for legislative change.

**Complete.** Continued to advocate for a statewide ban, including writing to the Minister for Health Jill Hennessy shortly after the election of the new State Government. In August 2015, Council was delighted when the State Government announced a ban on smoking in alfresco dining areas would be implemented from 1 August 2017.

## Community Outcome

### 2.3 Strengthened community resilience to the harm from gambling

## Strategies to achieve this outcome

**2.3.1** Consider the recommendations of the 2012/13 Gambling Research Project

**2.3.2** Strengthen the focus and work of the Monash Responsible Gambling Taskforce

#### Strategic Indicator/measure

#### Progress

**2.3.1a** (1) Involvement by Council, and the Monash Gambling Taskforce, in health promotion activities, awareness campaigns (number of activities annually).

**Complete.** Council demonstrated political and public health leadership through coordinating the 2014 “Enough Pokies” statewide local government advocacy campaign which highlighted the targeted infiltration of pokies into vulnerable communities across Victoria by the gaming industry. The campaign sought to influence the policies of the major political parties in the lead-up to the November 2014 State election.

**2.3.1a** (2) Implement ‘Redressing the Burden’ campaign on electronic gaming machine application and system reforms.

**Complete.** An unprecedented number of more than 70 councils was mobilised by Monash Council to pledge their support for the “Enough Pokies” campaign, along with MAV, VLGA and the Salvation Army. Monash Councillor Geoff Lake was the spokesperson for the campaign. “Enough Pokies” successfully implemented a targeted media and community campaign, attracting state wide media attention.

**2.3.2c** Seek funding and new partnership opportunities to continue to take leadership in preventing harm from gambling utilising a public health framework. This aligns with the public health priority of ‘Resilience to Harm from Gambling’ as outlined in Council’s Health & Wellbeing Partnership Plan 2013 – 2017.

**Complete.**

- » In June 2014, Council made a submission through a competitive statewide tender process released by the Victorian Responsible Gambling Foundation and successfully secured a \$205,000 local gambling prevention grant. Of the 15 grants awarded to organisations across the state, Monash was the only local government to receive funding from the Victorian Responsible Gambling Foundation
- » In June 2014, Council received a \$10,000 grant from the State Government for the ‘Make Your Club a Safer Place’ Community Crime Prevention program to prevent theft and crime occurring across sporting clubs in Monash
- » In September 2014, Council secured \$60,000 funding from 13 councils who agreed to financially sponsor the “Enough Pokies” statewide advocacy campaign.

**2.3.2d** Introduce the proposed Gaming Policy into the Monash Planning Scheme.

**Complete.** Council undertook community consultation on three new local planning policies including a Gaming Policy over October and November 2014. Following this consultation and consideration of the submissions, Council resolved on 27 January 2015 to proceed with the gaming policy and referred the Amendment to a panel for consideration. The panel conducted its hearing on 21 April 2015 and, after considering all submissions, recommended that the local policies, including the Gaming Policy, be adopted by Council and included in the Monash Planning Scheme. Council adopted the Amendment at its meeting on 30 June 2015 and resolved to submit the Amendment to the Minister for Planning for inclusion in the Monash Planning Scheme.

Service Performance Indicators		
Service / Indicator / Measure	Result	Material Variations
<b>Home and Community Care</b>		
<b>Timeliness</b>		
<b>Time taken to commence the HACC service</b> [Number of days between the referral of a new client and commencement of HACC service / Number of new clients who have received a HACC service]	27	Time taken reflects delays in process due to client unavailability. Continuing to streamline rostering process to improve time between assessment and service provision.
<b>Service Standard</b>		
<b>Compliance with Community Care Common Standards</b>		
[Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	94%	17 out of the 18 standards met. This result relates to the last assessment based on the Common Standards in 2013. These assessments were intended to be undertaken every 3 years however due to the Commonwealth reforms nothing has been confirmed for 2016.
<b>Service cost</b>		
<b>Cost of domestic care service</b>		
[Cost of the domestic care service / Hours of domestic care service delivered]	\$47	Nothing out of the ordinary affecting costs. Domestic care increased at a greater rate than personal care and respite care as centralised costs for training and agency staff use allocated against this one area only.
<b>Cost of personal care service</b>		
[Cost of the personal care service / Hours of personal care service delivered]	\$31	Nothing out of the ordinary affecting costs. Domestic care increased at a greater rate than personal care and respite care as centralised costs for training and agency staff use allocated against this one area only.
<b>Cost of respite care service</b>		
[Cost of the respite care service / Hours of respite care service delivered]	\$31	Nothing out of the ordinary affecting costs. Domestic care increased at a greater rate than personal care and respite care as centralised costs for training and agency staff use allocated against this one area only.
<b>Participation</b>		
<b>Participation in HACC service</b>		
[Number of people that received a HACC service / Municipal target population for HACC services] x100	26%	In the last 12 months the overall engagement of seniors has improved, due in part to a targeted increase in involvement with community based seniors groups.
<b>Participation</b>		
<b>Participation in HACC service by Culturally and Linguistically Diverse (CALD) people</b>		
[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	23%	In the last 12 months the overall engagement of seniors has improved, due in part to a targeted increase in involvement with community based seniors groups. Many of these seniors groups are based upon cultural diversity which has assisted in increasing service delivery to people from Culturally and Linguistically Diverse communities.



<b>Aquatic Facilities</b>		
<b>Utilisation of Aquatic Facilities</b> [Number of visits to aquatic facilities / Municipal population]	9	Overall a satisfactory attendance. Attendances at the aquatic and recreation facilities increased by 51,397 from 2013/14 or 3%.
<b>Service standard</b> <b>Health inspections of aquatic facilities</b> [Number of authorised officer inspections of council aquatic facilities / Number of council aquatic facilities]	1	One inspection undertaken for each Centre between May and June 2015. Results were satisfactory.
<b>Reportable safety incidents at aquatic facilities</b> [Number of WorkSafe reportable aquatic facility safety incidents]	1	In January 2015 the Monash Aquatic and Recreation Centre received a WorkSafe improvement notice to install a barrier in the lift that will prevent a lift mechanic from falling off the edge of the car. Improvements were actioned and completed by 17 February 2015 and satisfied WorkSafe requirements.
<b>Service cost</b> <b>Cost of indoor aquatic facilities</b> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$0.29	In the first 6 months of the year there was a surplus generated per facility visit due to 3 out of the 4 Swim School terms' income falling into the first half of the year. It should also be noted that both Monash Aquatic and Recreation Centre and Clayton Aquatic and Health Club generated a gross surplus for the year. The Oakleigh Recreation Centre recorded a deficit and hence generates a deficit per visit.
<b>Food Safety</b>		
<b>Timeliness</b> <b>Time taken to action food complaints</b> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.99	The average actioning time of 1.99 days is a good result, however we are constantly working on ways to improve our response/actioning times.
<b>Service standard</b> <b>Food safety assessments</b> [Number of registered Class 1 food premises and Class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered Class 1 food premises and Class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	100%	All Class 1 & 2 food premises were inspected in 2014 (Jan - Dec). Some food premises received additional assessments.
<b>Service cost</b> <b>Cost of food safety service</b> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Safety Act 1984]	\$557	No out of the ordinary or unexpected costs.
<b>Health and Safety</b> Critical and major non-compliance notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	100%	Council aims to follow up all notifications.

## Maternal and Child Health (MCH)

### Satisfaction

#### **Participation in first MCH home visit**

Number of first MCH home visits / Number of birth notifications received] x100

98%

Participation is at a reasonably high level.

### Service standard

#### **Infant enrolments in the MCH service**

[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x 100

94%

Enrolments are at a reasonably high level.

### Service cost

#### **Cost of the MCH service**

[Cost to Council of the MCH service / Hours worked by MCH nurses]

\$125

Cost detail is internal calculation of direct cost of service only.

### Participation

#### **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] x100

79%

Engagement with the MCH program is not compulsory - various strategies are in place to actively engage clients with the program. Engagement fluctuates.

### Participation

#### **Participation in the MCH service by Aboriginal children**

Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100

60%

Aboriginal families often choose to engage with a preferred culturally sensitive service.



# Direction Three:

## Fostering confident and connected communities

The following statement provides information in relation to the services funded in the 2014/15 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Variance \$'000
<b>Communications</b>	Communications is responsible for external communications (including media liaison, Council's website, social media, the Monash Bulletin and other publications, and advertising) and some internal communications (including the staff intranet and newsletter).	1,108 805 <b>(303)</b>
<b>Cultural Activities</b>	Council events and festivals, public art and cultural development projects and Monash Gallery of Art.	1,730 1,716 <b>(14)</b>
<b>Community Planning and Development</b>	Community Planning and Development undertakes work in the areas of: community development and engagement; health promotion; policy and planning; service provision; community building and community facility coordination.	4,023 3,773 <b>(250)</b>
<b>Local Laws and School Crossing</b>	Council's Local Laws are designed to control the social and physical amenities of the City for the benefit of residents and to minimise activities which may cause annoyance to others.	1,164 1,142 <b>(22)</b>

The following statement reviews the performance of council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Community Outcome	Strategies to achieve this outcome
<b>3.1 Celebrating the creativity and diversity of communities within Monash</b>	<p><b>3.1.1</b> Promote Monash as a diverse and harmonious City</p> <p><b>3.1.2</b> Encourage participation in arts and cultural activities, including support to community organisations or individuals involved in arts and cultural activities</p> <p><b>3.1.3</b> Promote the presentation of arts and culture within Monash</p>

Strategic Indicator / Measure	Progress
<p><b>3.1.1a</b> Implement the second year actions/funded priorities identified in the Access &amp; Equity Framework 2013-2017.</p>	<p><b>Complete.</b> All actions completed and noted by Council at its meeting on 30 June 2015. Key actions included:</p> <ul style="list-style-type: none"> <li>» Coordination of the state-wide local government media and public health campaign - Enough Pokies.</li> <li>» Implementation of Clayton CANVAS local gambling prevention program - Victorian Responsible Gambling Foundation funded program (\$205,000)</li> <li>» Council developed and endorsed its first policy statement in relation to Community Safety the Community Safety Framework 2015 - 2020.</li> </ul>
<p><b>3.1.1c</b> Annual total number of cultural, library and MGA events and number of participants.</p>	<p><b>Complete.</b> A successful festival and event program was held in 2014/15 with 17 events presented by Council which were attended by about 56,000 people. Major events included: Carols By Candlelight, Oakleigh Music Festival, Clayton Street Festival, Ashwood-Chadstone Give it a Go Neighbourhood Event and Mulgrave Veg Out Neighbourhood Event.</p>
<p><b>3.1.2b</b> Annual total number of cultural events which celebrate and are inclusive of cultural diversity and number of attendees.</p>	<p><b>Complete.</b> Council's events and festivals program showcases the cultural diversity of Monash by including performances and activities from a range of community groups and professional artists. The annual total number of cultural, library and MGA events for 2014/15 was 504. Attendance at events throughout the municipality was around 133,214. The range of festivals and events supported by Council include: the Clayton Street Festival, Carols by Candlelight, Refugee Week event, Chinese New Year and Lantern Festival and the Oakleigh Music Festival. Council also has an active and vibrant library program that includes three storytimes each week and five branch libraries which offer a range of author events and lectures such as the annual Wordfest literary festival. The Monash Gallery of Art presents art talks for educational institutions and the general public, as well as events such as 'Art in the Park' which is a day of interactive art activities.</p>
<p><b>3.1.2d</b> Annual total number of community grants awarded and total \$ amount, for arts and cultural initiatives.</p>	<p><b>Complete.</b> The 2014/15 grant round was open from 17 February to 31 March 2015. Sixty applications were allocated funding (cash and in-kind) across the three arts grant categories (26 arts &amp; cultural projects, 31 community events and three major festivals). The total cash funding was \$137,123.00, total in-kind hall hire funding was \$59,818.13 and total print funding was \$2,244.90.</p>
<p><b>3.1.3e</b> Work with local RSL clubs on a project to commemorate the 100th Anniversary of Anzac Day.</p>	<p><b>Complete.</b> The RSL clubs were engaged and the commemoration project regarding the Monash Avenues of Honour was successfully completed.</p>

## Community Outcome

### 3.2 Community perceptions and concerns about levels of personal safety in Monash are positively addressed

## Strategies to achieve this outcome

**3.2.1** Gather comprehensive data on the levels of safety (perceived and actual) and promote facts about the level of personal safety in Monash relative to other areas in Melbourne

**3.2.2** Advocate to the State government our community's concerns about the safety of railway station precincts, particularly at night, and the expressed need to take action to improve lighting in all parking areas adjacent to and servicing railway stations in Monash

**3.2.4** Review and strengthen Council's Local Law No.3

### Strategic Indicator / Measure

### Progress

**3.2.1a** A Safety Report on Monash is prepared.

**Complete.** Council endorsed its first community safety statement: the 'Community Safety Framework 2015 - 2020' at its meeting on 30 June 2015. The framework provides Council with a strong strategic direction and basis to plan, implement and evaluate Community Safety policies, programs and actions across the community. It will be supported by a yearly action plan of emerging community safety issues.

**3.2.1b** Promote the findings of the above Safety Report through a campaign utilising Council's key communication channels, including online channels.

**Progressing.** The Community Safety Framework 2015-2020 was adopted by Council at its meeting on 30 June 2015. It will be promoted through Council's communication channels, stakeholders and community networks.

**3.2.2b** Use feedback from the 'Monash in Four' community consultations:

1. To inform development of a Council position on public transport priorities/planning.
2. For use by peak bodies (such as the Eastern Transport Coalition and public transport user-groups) to strengthen lobbying for improvements to State Government public transport services and infrastructure in Monash and this region.

**1. Complete.** Council has been strongly advocating on behalf of the community for improvements around Clayton and Syndal railway stations in particular. Syndal station's multi-deck carpark will be completed later this year with upgraded lighting and Council will be working closely with the State Government's Rail Crossing Removal Authority on the upgrade for Clayton.

**2. Complete.** As outlined above Council has advocated for improvements around Clayton and Syndal Railway Stations, supporting the community's concerns about lighting amongst other issues. Council will now work closely with the Rail Crossing Removal Authority on their plans for Clayton advocating for safety improvements including lighting. Council continues to work with the Eastern Transport Coalition (ETC) and Metropolitan Transport Forum (MTF) on public safety issues and public transport user groups are involved with the MTF in particular.

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

## Community Outcome

### 3.2 Community perceptions and concerns about levels of personal safety in Monash are positively addressed

Strategic Indicator / Measure	Progress
<p><b>3.2.2c</b> Conduct a review of parking around railways stations across Monash.</p>	<p><b>Complete.</b> Major reviews occurred around Oakleigh and Syndal Railway Stations in late 2014 and minor reviews have taken place around Jordanville, Huntingdale and Mount Waverley Stations resulting in minor changes to restrictions.</p>
<p><b>3.2.4a</b> Continue to consult with the community, particularly key stakeholders, to improve the effectiveness of Council's Local Law No.3 and identify community impacts of key proposals for change.</p>	<p><b>Complete.</b> Council conducted a review of Local Law No.3 and called for public submissions. After considering the submissions, Council adopted Local Law No.3 – Community Amenity at its meeting on 25 November 2014. Some of the more significant changes in the revised local law relate to:</p> <ul style="list-style-type: none"> <li>» An obligation on an owner/occupier to maintain the nature strip at the front of their property</li> <li>» A requirement for supermarket operators to have a coin deposit or perimeter restraint system for shopping trolleys</li> <li>» A prohibition on the feeding of uncaged animals if the feeding is causing a nuisance</li> <li>» A prohibition on discharging fireworks on Council land</li> <li>» A requirement to obtain a permit for a street party.</li> </ul>



## Community Outcome

### 3.3 Communities and organisations promote respect and equality and prevent violence against women

## Strategy to achieve this outcome

### 3.3.1 Implement the Generating Equality and Respect Project which aims to build equal and respectful relationships between men and women and prevent violence against women

#### Strategic Indicator / Measure

**3.3.1a** Reports prepared on continued progress with the Generating Equality and Respect Project (Clayton demonstration site) in accordance with agreed action plans and evaluation framework.

#### Progress

**Complete.** The program is being implemented and evaluated as planned. Key activities for 2014/15 included:

- » Screening of two films focused on gender equity at the Clayton Community Centre: 'The Mask You Live In' and 'Miss Representation'
- » Development of a draft Gender Equity Strategy
- » Development of a submission on behalf of Council to the Royal Commission into Family Violence
- » A progress report on the project achievements was noted by Council at its meeting on 30 June 2015.



## Community Outcome

### 3.4 A stronger sense of community is fostered within local areas

## Strategies to achieve this outcome

- 3.4.1** Encourage community gatherings, events and resident meetings to be held at the local level (and providing opportunities for residents to get to know each other) by maximising the use of Council's local facilities and public open spaces for these community gatherings
- 3.4.2** Conduct meetings of Councillors and the community at the local level
- 3.4.3** Develop a local area Community Engagement Model aimed at harnessing strengths and stakeholders (local services, businesses, community and sporting clubs as well as individual members) of that local community
- 3.4.4** Redesign Council's grants program to strengthen civic participation and community connections (including communities of interest and geographic communities)

### Strategic Indicator / Measure

### Progress

**3.4.1a** The number of Council facilitated gatherings/ events held in Council facilities and reserves is recorded and shows an increase over four years from 2013-2017.

#### MAJOR INITIATIVE

**3.4.1b** Engage a Place Manager to work with community members, local agencies and traders to strengthen the community and build community capacity in each of the following localities:

1. Oakleigh and Glen Waverley.
2. Ashwood/Chadstone.

**Complete.** Data collected for 2014/15 shows 54 activities were conducted.

**1. Complete.** A Place Manager for Oakleigh has been engaged and will also be the Place Manager for Glen Waverley, taking on that role in 2015/16. The draft Community Action Plan for Oakleigh is nearing completion. Community feedback has been received on the main themes and key actions and will be incorporated into the plan. Strong networks and connections have been made including facilitating partnerships with MonashLink for when they open a new premises in Oakleigh and supporting the traders to grow and develop working relationships with the Monash Pride Crew.

**2. Complete.** A Place Manager for Ashwood/Chadstone has been engaged and draft action plan developed. Strong networks and community connections have been made.

**3.4.2a** Continue to hold Councillor meet and greets, listening & information sessions - at more local levels.

**3.4.3a** A preferred community engagement model is identified, costed and reported to Council - with local areas defined.

**3.4.4b** Total Council \$ granted annually to promote community capacity-building.

**Complete.** 28 Listening Posts were held throughout the year and have been well received by the community. Council meetings were held at different locations across the municipality in 2014/15.

**Complete.** A Local Area Community Engagement model has been developed with two pilot areas in Mulgrave and Glen Waverley. The first Mulgrave community meeting was held on 16 September while the first meeting in Glen Waverley will be held in November 2015. Two teams have been established for the 12 month pilot. All will be delivered within resources.

**Complete.** A total of \$2.6 million of cash and in-kind funding was allocated to a wide range of local community groups with the aim of building community capacity. This amount was within the allocated budget.

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

Service Performance Indicators Service / Indicator / Measure	Result	Material Variations
<b>Animal Management</b> <b>Timeliness</b> Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.52	The average actioning time of 1.52 days is good, however we are constantly working on ways to improve our response/actioning times.
<b>Service standard</b> <b>Animals reclaimed</b> [Number of animals reclaimed / Number of animals collected]	100%	All registered animals impounded for the year were reclaimed.
<b>Service cost</b> <b>Cost of animal management service</b> [Direct cost of the animal management service / Number of registered animals]	\$58	Substantial legal costs were incurred when the owner of a dog – which Council had declared to be a Restricted Breed – appealed the matter to the Victorian Civil and Administrative Tribunal and the Supreme Court. Council has also been involved in other legal matters regarding dogs. While there are no current VCAT matters pending, if Council declares a dog to be dangerous/ menacing/of a Restricted Breed, the owner has the right to have the decision reviewed by VCAT.
<b>Health and Safety</b> <b>Animal management prosecutions</b> [Number of successful animal management prosecutions]	44	All animal prosecutions were proven - 100% success rate.



# Direction Four:

## Taking actions for our future

The following statement provides information in relation to the services funded in the 2014/15 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost
		Actual Budget Variance \$'000
<b>Urban and Strategic Planning</b>	Services to shape and guide city design and future direction and growth to assist in making the City more liveable and sustainable.	4,575
		6,247
		<b>1,672</b>
<b>Economic Development</b>	To support the local business community and encourage ongoing economic development and growth of local jobs.	361
		451
		<b>90</b>



The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

## Community Outcome

### 4.1 Celebrating the creativity and diversity of communities within Monash

## Strategies to achieve this outcome

- 4.1.1** Focus on our 'Environmental Sustainability Roadmap' and strengthening our ecological sustainability
- 4.1.2** Continue work on Water Sensitive Urban Design as a step towards becoming a 'water sensitive' City
- 4.1.3** Work towards transitioning our street lighting to more energy efficient technology
- 4.1.4** Develop long-term options for waste management, including options of reducing waste to landfill

Strategic Indicator / Measure	Progress
<p><b>4.1.1b</b> Implement the funded actions from Council's 'Environmental Sustainability Roadmap' and report annual achievements.</p>	<p><b>Complete.</b> Funded actions from Council's Environmental Sustainability Roadmap have been implemented including:</p> <ul style="list-style-type: none"> <li>» A 30kw solar system was installed at Oakleigh Library providing all of the library's electricity needs during daylight hours and including a visual which tracks the solar systems results</li> <li>» A stormwater harvesting system was installed at Tally Ho Reserve to collect and treat water runoff from Sienna Estate. This now provides up to 80% of the irrigation water needed to irrigate Tally Ho Reserve</li> </ul> <p>Progress on all of the actions in the roadmap is reported regularly through capital works processes and to Council's Environmental Advisory Committee.</p>
<p><b>4.1.2a</b> Install a stormwater harvesting system at Tally Ho Reserve, Mount Waverley.</p>	<p><b>Complete.</b> This project has been delivered with the planned outcomes achieved.</p>
<p><b>MAJOR INITIATIVE</b></p> <p><b>4.1.3a</b> Manage the changeover of Council's current 80WMV (mercury vapour) streetlights to more sustainable street lighting.</p>	<p><b>Complete.</b> The \$2.8 million project to install energy efficient lights in 8,041 streetlights has been completed. The project will cut Council's greenhouse gas emissions by 18%, save millions of dollars through lower electricity bills and maintenance costs, and provide stronger lighting of local streets. The project will be paid off in around six years from the savings made through lower electricity bills and maintenance costs.</p>
<p><b>4.1.4a</b> Review long-term waste management options in conjunction with the Metropolitan Waste Management Group Strategic Plan.</p>	<p><b>Complete.</b> Council decided to adopt the Metropolitan Waste and Resource Recover Group's landfill contracts. As our Landfill will be closed in December 2015 we have investigated and agreed on two new landfill sites.</p>

## Community Outcome

### 4.2 Our local economy is more resilient

#### Strategies to achieve this outcome

**4.2.1** Actively promote commercial and industrial land opportunities for Monash, as an investment in securing more employment opportunities and diversity for our local and regional economies

**4.2.2** Provide information and services to businesses to encourage further growth and development in the sector

**4.2.3** Implement a Buy Local campaign

**4.3.4** Support the work of the Monash Enterprise Centre – a self-sustaining business incubator, assisting individuals seeking to relocate their businesses to an ‘office’ environment

#### Strategic Indicator / Measure

#### Progress

**4.2.1a** Pursue priority directions from the Industrial Land Use Strategy through the Monash Planning Scheme Review.

**Complete.** The first round of the implementation of changes from the Industrial Land Use Strategy commenced in 2014/15. Council consulted on an amendment to rezone several parcels of industrial land and considered submissions at its meeting on 24 February 2015. In response to submissions the amendment was split into three parts. Part one was abandoned, and part three was adopted and submitted to the Minister for Planning for approval. Part two was referred to an independent panel to consider objections received from gas distribution companies. At the panel hearing in June 2015, the gas distributors advised that they would not be objecting to the amendment. The panel report was subsequently received by Council in July 2015. Part two of the proposed rezoning was adopted by Council at its meeting on 25 August 2015.

**4.2.2b** Implement actions within the Monash Economic Development Strategy and Action Plan for ‘Supporting Local Businesses’, including:

1. Enhancing Council’s Online Business Directory.
2. Updating the “Business Kit” resource for start-up businesses.

**1. Progressing.** The business directory will be incorporated into the main Council website within the 2015/16 year.

**2. Complete.** A section on the Council website now provides detailed information for start-up businesses with links to key documents and resources.

**4.2.3a** Develop a ‘Buy Local’ campaign in partnership with local Trader Associations.

**Complete.** A number of successful initiatives have been developed throughout the year including 'Shop Local & Win' in Oakleigh, 'I Love Clayton', 10x10 for Oakleigh Music Festival and the Festive Window campaign.

**4.2.4a** Deliver a minimum of six promotional/support activities for the Monash Enterprise Centre.

**Complete.** Seventeen promotional/support activities were successfully delivered at the Tom Morrissey Building (formerly the Monash Enterprise Centre).

**MAJOR INITIATIVE**

**4.2.4b** Complete Stage Three of the Monash Enterprise Centre by constructing the Eastern Innovation Business Centre.

**Complete.** The Eastern Innovation Business Centre, was constructed. The unique business centre will provide crucial support services to start-up small businesses in Melbourne’s east and south east. Council built the centre in Mulgrave using \$4.75 million of Federal Government funding from the Regional Development Australia Fund. The State Government also provided \$275,000 towards the project.

**Community Outcome**

**4.3 Innovation and adaptability are cultivated**

**Strategies to achieve this outcome**

**4.3.1** With the Monash Leadership group, develop a program to improve the organisational culture including specific strategies to support and drive innovation

**Strategic Indicator / Measure**

**4.3.1a** Support innovation through the Employee Recognition Program (ERP) and the ‘bounce@monash’ initiative.

**Progress**

**Complete.** Innovation has continued as a category in the Employee Awards program with several staff receiving nominations and awards through this program during 2014/15. Nominations to external awards programs to recognise innovation have also been made including the SACs Leadership Award and LGPro awards. Staff can provide ideas and suggestions for innovation through Council’s bounce initiative.



## Community Outcome

### 4.4 Investment in our children and young people is continued

## Strategies to achieve this outcome

**4.4.1** Implement the strategic approach to service delivery and planning contained in Council's Access and Equity Framework – Monash Early Years Plan 2013-2017

**4.4.2** Work to ensure young people in Monash are valued, respected, healthy and engaged

### Strategic Indicator / Measure

### Progress

**4.4.1b** Implement the Year 2 actions of the 'Monash Early Years Plan' (MEYP) including: development of a comprehensive plan detailing priorities for refurbishment, or replacement, of Council's early childhood facilities. This plan should be able to be incorporated within a broader Strategic Plan for Council buildings.

**Complete.** Year 2 actions completed. Key actions included:

- » Initiatives which have contributed to a 5% increase in infant immunisation rates
- » Strategic advocacy for the continuation of 15 hours of universal access to kindergarten
- » Inclusion of facility upgrades and refurbishment for early years services, in the development of a broader community infrastructure plan
- » Year 3 actions prepared including the development of a new MEYP due by June 2016.

**4.4.1c** Utilise the 'Early Years Planning Reference Group' to guide implementation of the Year 2 actions in the Monash Early Years Plan and to contribute to development of the 2015/16 Action Plan.

**Complete.** The Early Years Reference Group has continued to meet during the year. The group facilitated discussions that have contributed to Year 2 actions in the MEYP being completed including:

- » Planning for a needs analysis for middle years children
- » Advocacy and service planning for the implementation of new child care ratios
- » Advocacy for continuation of universal access to four year old kindergarten.

**4.4.2a** Implement the Year 2 actions identified in the 'Monash Youth Plan 2013-2016' including:

1. Supporting the young people living in the 'Holmesglen Youth Foyer'
2. Advocating for improved mental health services in Monash for young people
3. Implementing a mental health first aid program targeting Monash secondary students.

**1. Complete.** Year 2 actions completed, with actions outlined in a report on the Access and Equity Framework presented to Council in May 2015. Council support for Youth Foyer residents has included individual counselling, group based programs, the development of employment pathways through the Monash Aquatic and Recreation Centre, and access to Council recreational and aquatic facilities.

**2. Complete.** Advocacy for improvements to mental health service delivery has continued across the year. Council staff led the development of a consortium to bid for a headspace program. Representations have been made directly to Eastern Health and Monash Health, as well as advocating for the continuation of the School Focused Youth Service.

**3. Complete.** Mental health first aid training was provided on two occasions with 23 Monash secondary students from a range of schools participating.



# Our Principles:

## Progressive governance and strong leadership

The following statement provides information in relation to the services funded in the 2014/15 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Variance \$'000
<b>Executive Leadership</b>	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.	2,254
		2,066
		<b>(188)</b>
<b>Council Governance</b>	Provide a range of governance services for the efficient conduct of Council business.	1,066
		1,012
		<b>(54)</b>
<b>Customer Service, Support and Administration</b>	To enable exemplary customer service and administration of Council activities.	3,926
		3,297
		<b>(629)</b>
<b>Accounting and Procurement</b>	Financial and procurement services including budget preparation, annual and financial reporting, property and valuation services, tendering, contracts and purchasing.	1,184
		(586)
		<b>(1,770)</b>
<b>Information Technology</b>	To ensure the organisation has the technological tools to enable Council business and community services.	3,124
		3,120
		<b>(4)</b>
<b>Human Resources and Employee Development</b>	To deliver a corporate support service through effective recruitment, retention and development of employees to best provide the skills needed for Monash City Council to meet its objectives.	1,895
		2,655
		<b>760</b>
<b>Rates, Property and Insurance</b>	To provide effective rating, property development and leasing, insurance and risk management services.	1,458
		1,986
		<b>528</b>

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

## Community Outcome

### 5.1 Ensuring a responsive organisation

## Strategies to achieve this outcome

**5.1.1** Implement reforms in our approach to customer service and responsiveness

**5.1.2** Develop means by which Council can evaluate its own cultural competency and measure improvements in this competency over time

**5.1.3** Continue investment in activities for community consultation and engagement

**5.1.4** Empower our people (Council employees) to “be the difference”, by an investment in better understanding the culture within our organisation, building on our strengths and actively committing to continuous improvement

**5.1.5** Produce and issue the Monash Bulletin on a regular basis

Strategic Indicator / Measure	Progress
<p><b>5.1.1a</b> Demonstrate improved customer service, through our progress on reaching the following target identified in our Customer Service Strategy: “80% of enquiries resolved at first contact through a dedicated customer service function”.</p>	<p><b>Complete.</b> Improved customer service was achieved by exceeding the target in our Customer Service Strategy: 82.4% of enquiries were resolved at first contact over the counter and 83.6% were resolved on the phone giving an overall average of 83%.</p>
<p><b>5.1.1b</b> (1) Report on Council’s achievements in meeting our responsiveness measures in our Customer Services Guarantee.</p>	<p><b>Complete.</b> In each quarter of the 2014/15 year, Council's progress in meeting our Customer Service Guarantee targets was reported to the community on Council’s website. An annual report on Council’s performance against the Guarantee was provided in the February 2015 Bulletin.</p>
<p><b>5.1.1b</b> (2) Promote awareness and understanding by all staff of the Customer Service Guarantee</p>	<p><b>Complete.</b> The Customer Service Guarantee is a component of ongoing Customer Service training. All staff received an email outlining the measures in the guarantee and what has been achieved.</p>

**5.1.2a** Undertake the following actions, both based on the 'Localities Embracing & Accepting Diversity' (LEAD) Project:

1. A Workplace Diversity and Anti-Discrimination Audit. To assess the organisation's current policies and practices across a range of organisational functions. The aim is to strengthen workplace diversity and anti-discrimination efforts.
2. A Council Setting Survey on staff experiences. To understand staff attitudes and experiences of race-based discrimination within Council settings.

**5.1.3a** Confirm an approach to training and/ or the support of consultation champions across the organisation.

**5.1.3b** Number of local area consultation events shows increases over time from 2014 and demonstrates inclusion of all parts of our City.

**5.1.3d** Provide findings of the Local Government Community Satisfaction Survey 2014 to all managers to discuss how service delivery can be improved.

**5.1.4a** Action Planning based on the 2014 Monash Culture survey is progressed and reviewed across the organisation and within each branch/unit.

**1. Complete.** When 'The Changing Face of Monash' action plan was presented to the Executive Leadership Team in October 2014, it was determined that training was a more immediate priority than an audit. The Victorian Human Rights and Equal Opportunity Commission delivered two training sessions attended by 38 staff. This training is now being incorporated into Council's Corporate Training program. Part of this process has been to undertake evaluation and discussion with staff on future needs and support.

**2. Complete.** In June 2015, two training sessions were piloted on Race-Based Discrimination. The sessions were delivered by the Victorian Human Rights and Equal Opportunity Commission. Commission were open to all staff at all levels. A total of 38 staff participated.

**Complete.** About 20 consultation champions have been trained in the Monash Engagement Framework and the International Association of Public Participation principles. Group discussions have been held with the champions about how they can encourage community consultation in their teams. Meetings are held every two months to discuss consultation activities in their areas and to hear from guest speakers about consultation.

**Complete.** 28 Listening Posts were held across the municipality over the 12 months. This is a new initiative where Council is going out to local neighbourhoods and inviting local residents to come along to discuss any local issues of concern to them.

**Complete.** The survey results were discussed by the Executive Leadership Team and managers across the organisation throughout 2014/15. In response to the survey, major efforts were made to improve Council's communication, community consultation and customer service. Pleasingly, Council achieved improved results for communication and consultation in the 2015 survey. Council maintained its high 2014 score for customer service.

**Complete.** During the past 12 months all branches reported communicating the results of the 2014 Monash Culture survey which measures staff engagement in their respective teams. All branches have developed action plans in response to the survey results and have started to implement these plans.

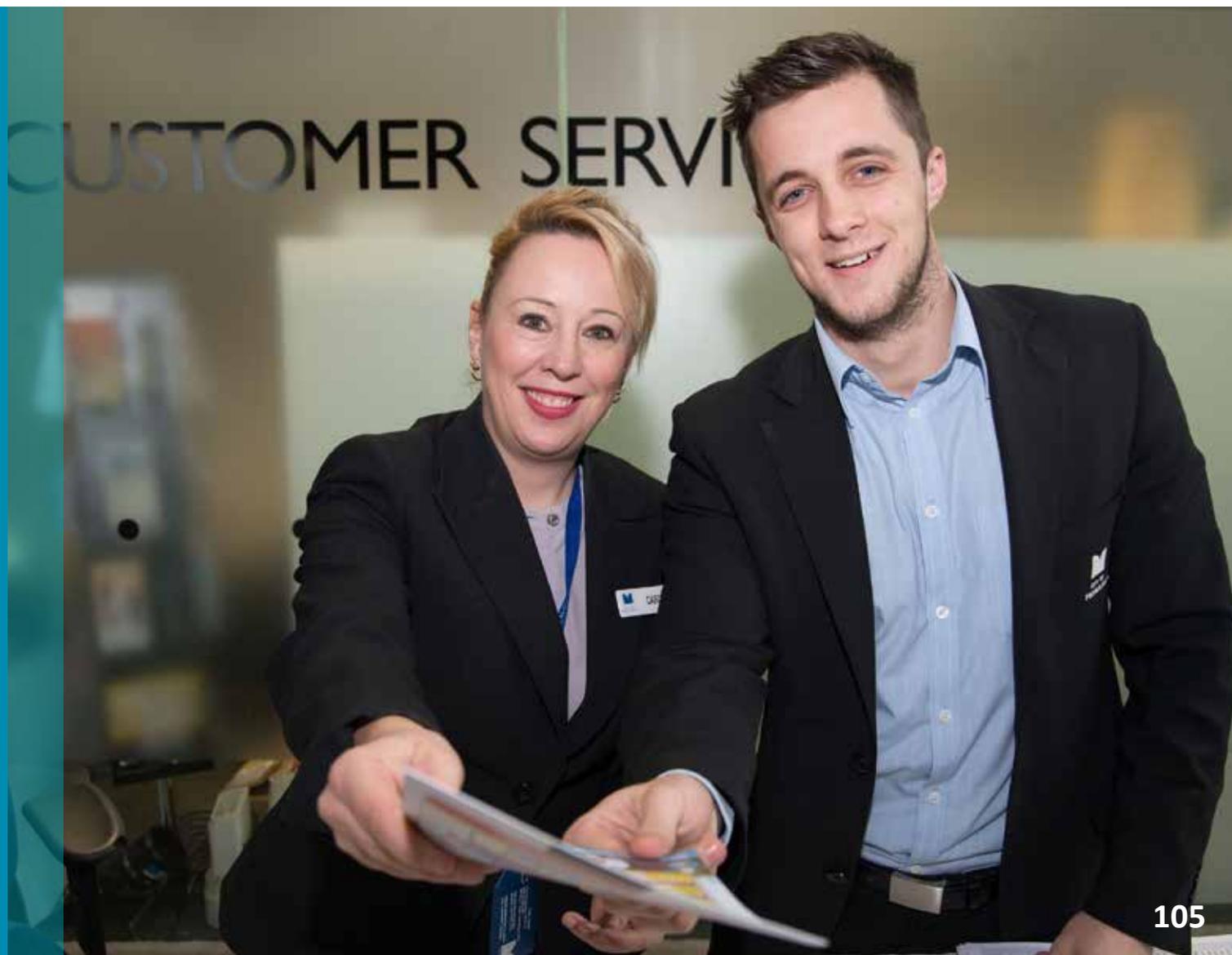
**5.1.4b** Implement Year 2 actions from the Monash People Plan (“Be the difference”) with a focus on Performance Development Reviews.

**Complete.** During 2014/15, the Year 2 actions under the Monash People Plan were implemented and included:

- » Launch of the new performance conversation model in August 2014. Interim reviews were completed in February 2015 with approximately 80% of permanent staff participating
- » Reporting and storage mechanisms were developed to support performance conversations
- » Training for all leaders in conducting performance conversations was conducted in August 2014 and again in June 2015. More than 100 leaders have now participated in these sessions.

**5.1.5** Distribute 11 editions of the Monash Bulletin to local households each year, ensuring the community is informed about Council services, community events and opportunities to provide feedback.

**Complete.** Eleven editions of the Monash Bulletin were distributed to local households in 2014/15.



## Community Outcome

### 5.2 Demonstrating responsible fiscal management

## Strategies to achieve this outcome

**5.2.1** Complete Service Operational Plans and Best Value Reviews for all Council service areas

**5.2.2** Restore the Council funds - used to pay the last Defined Benefits Superannuation shortfall of \$11.9M - over the next three financial years

**5.2.3** Deliver Council's Capital Works programs

**5.2.4** Ensure compliance with legislation and standards

#### Strategic Indicator / Measure

#### Progress

##### MAJOR INITIATIVE

#### 5.2.1a (1) Complete Best Value Reviews

(2) Develop plans to ensure implementation of agreed priorities for improvement from the Best Value Report outcomes.

**5.2.1b** Service Operational Plans completed for each Council Service.

**5.2.2a** Progress on reaching our target for returning the Working Capital Ratio (WCR) to a positive position by July 2016.

##### MAJOR INITIATIVE

**5.2.3a** Deliver Council's Capital Works program – a minimum of 90% annually.

**5.2.4a** Ensure Council compliance with all statutory financial reporting requirements of the Local Government Act 1989 and the Australian Accounting Standards.

**5.2.4b** Undertake preliminary work to ensure Council's compliance with the new Local Government Amendment (Performance Reporting and Accountability) Act 2014, including performance indicators, Council's budget and annual reporting.

**Complete.** The final Best Value report for Community Development and Services was completed in July 2014. All reviews have now been completed.

**Complete.** A Best Value Service Review Outcome Report has been prepared that will enable implementation of the remaining actions.

**Complete.** Service Operational Plans completed for 2014/15.

**Complete.** The sale of the Residential Aged Care facilities and achieving Best Value and efficiency savings has ensured Council's WCR was returned to a positive position by 30 June 2014. The new strategy aims to have a Working Capital Ratio greater than 1.5:1 for each of the next three years. By the end of this Council term Monash will be in a very strong financial position.

**Complete.** The Capital Works program has achieved 96% completion against the adopted budget.

**Complete.** The 2015/16 Budget was adopted on 30 June 2015 in line with the budget timetable. The 2014/15 Annual Audit is progressing and is on track within the Victorian Auditor General's Office agreed project timeframe.

**Complete.** Monash has undertaken preparatory work to ensure compliance with the new Local Government Amendment (Performance Reporting and Accountability) Act 2014 and is ready to report on the legislated Local Government Performance Reporting Framework (LGPRF) indicators for the 2014/15 financial year. Work undertaken included: participation in Local Government Victoria (LGV) trials, preparation of policy and procedures, internal and external audit, officer briefings and reports to the Audit and Risk Committee.

## Community Outcome

### 5.3 Modernising our system

## Strategies to achieve this outcome

- 5.3.1 Review the Information Technology Strategy
- 5.3.2 Implement across the organisation electronic systems for tendering and purchasing
- 5.3.3 Introduce our new corporate performance reporting system
- 5.3.4 Ongoing development of and enhancement of Council's online media

### Strategic Indicator / Measure

### Progress

**5.3.1a** Support the implementation of the Year 2 funded priorities in the Information Technology (IT) Strategy.

**Complete.** Year 2 actions of the IT Strategy were implemented. Key actions included:

- » A review of ICT infrastructure
- » Successful upgrade of a number of software applications
- » Begin to review a mobility strategy for the organisation
- » The implementation of security changes to assist with integration and single sign on.

### MAJOR INITIATIVE

**5.3.1a.** Conduct a tender for an Electronic Document Management System (EDMS) for Council.

**Complete.** A comprehensive specification was prepared and an Expression of Interest was conducted to first get a detailed understanding of the services that could be provided. The tender opened on 30 April 2015 and closed on 27 May 2015. The tender was awarded at Council's meeting in September 2015.

**5.3.2a** Continue to support the consistent implementation of the new iProcurement system across the organisation, including revision of procurement processes and updating Monnet to ensure clear, user-friendly resource documents are available.

**Complete.** Individual users of iProcurement have been supported as required throughout the year. Documentation in Monnet was current as at June 2015 and reflects improvements identified throughout the year.

**5.3.2b** Actively participate in the Eastern Region Procurement Network to share information and seek opportunities for collaboration.

**Complete.** Strategic Procurement staff actively participated in the Eastern Region Procurement Network throughout the year attending all meetings. As a result, staff from across Council participated in a number of collaborative projects including the Line Marking Tender and the Tree Pruning Expression Of Interest.

**5.3.2c** Implement the use of E-Tendering for calling and closing of tenders electronically.

**5.3.3a** Commence implementation of new corporate performance reporting system.

**5.3.4a** Go live with the newly developed Council website.

**Progressing.** Testing of the new electronic tendering system was conducted in 2014/15, with the new system going live in early August 2015. E-Tendering fully implemented.

**Complete.** Council's performance monitoring and reporting software has been implemented. This will allow performance reporting on Risk, Internal Audit and Council Plan actions.

**Complete.** Council went live with its redeveloped website on 30 April 2015.

## Community Outcome

### 5.4 Achieving our directions through leadership

#### Strategies to achieve this outcome

**5.4.1** Build capability and strengths of our leadership group (senior staff and coordinators) including their ability to identify opportunities for improvement, respond positively to challenges and drive strategies within the Council Plan

**5.4.2** Mindful demonstration of the values of our organisation

**5.4.3** Seek partnerships with our community and more collaborative planning and service delivery with agencies and key stakeholders

**5.4.4** Extend our advocacy on our community's priorities and Council's key directions to 2017

#### Strategic Indicator / Measure

#### Progress

**5.4.1a** Leadership training provided for new and existing leaders with a focus in 2014/15 on performance coaching skills.

**5.4.2a** The values and behaviours discussed internally at:

1. Forums for Managers and Coordinators
2. Departmental Meetings.

**Complete.** All training identified for the leadership group in 2014/15 was delivered. This included:

- » Performance conversations training - two days
- » One group of 25 staff participated in the three day authentic leadership program
- » Several leadership forums were held focusing on performance conversations, the culture survey and leadership strengths.

**1. Complete.** Our values have continued to be promoted at induction and leadership forums. In April 2015, an investigation was undertaken into reasons why the values segment rated poorly in the 2014 Monash Culture survey.

**2. Complete.** All branches have reported that values and behaviours were discussed at their department meetings.

**5.4.2b** Ensuring that values and associated expected behaviours are included within the Monash Induction Program and all new Position Descriptions.

**5.4.3a** Development of a sponsorship policy for Monash events and services.

**5.4.3c** Number of local partnerships or joint ventures secured annually, which enabled implementation of local services or projects, including outcomes for this Council Plan.

**5.4.4** Number of advocacy activities undertaken, by issue:

1. To promote the findings of our community research including priorities within Monash in Four (both internally within organisation and externally).
2. To State and Commonwealth Government/authorities, and others.
3. To advance directions in Council Plan 2013-2017.

**Complete.** All new Position Descriptions include mention of Monash's values and other documents have been updated.

**Complete.** The Sponsorship Policy was adopted by Council at its June 2015 meeting.

**Complete.** Data collected for 2014/15 shows 70 partnerships have been secured.

**1. Complete.** In 2014/15, advocacy to promote the findings of community research was undertaken on nine issues. These included: advocacy to the former State Government to provide a 24 hour police station at Mount Waverley (as had been promised); advocating alongside Monash University for government funding for the Huntingdale transit interchange; and lobbying (as a member of the Eastern Transport Coalition and the Metropolitan Transport Forum) for more investment in public transport in Monash.

**2. Complete.** Council advocated to the State or Federal Government (including departments and authorities) on 22 issues. These included: leading the "Enough Pokies" campaign in the lead up to the State election; representing Waverley Park residents in their battle to get developer Mirvac to meet its contractual obligations to put Waverley Park's high voltage powerlines underground; advocating to the Federal Government to continue funding so all four year olds can attend 15 hours of kinder per week; and calling publicly for the State Government to introduce a ban on smoking in outdoor dining areas.

**3. Complete.** In 2014/15 eight advocacy actions were taken to advance directions in the Council Plan. These included: a submission to the Royal Commission into Family Violence; leading the "Enough Pokies" campaign in the lead up to the State election; calling on the State Government to introduce a ban on smoking in outdoor dining areas; and (as a member of the Eastern Transport Coalition and the Metropolitan Transport Forum) advocating for more investment in public transport in Monash.

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

Service Performance Indicators Service / Indicator / Measure	Result	Material Variations
<p><b>Governance</b> <b>Transparency</b> <b>Council resolutions at meetings closed to the public</b> [Number of Council resolutions made at an ordinary or special meeting of Council, or at a meeting of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at an ordinary or special meeting of Council, or at a meeting of a special committee consisting only of Councillors] x100</p>	5%	As per section 89(2) of the Local Government Act, there were several matters throughout the year that were considered to be confidential.
<p><b>Consultation and Engagement</b> <b>Satisfaction with community consultation and engagement</b> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]</p>	58	Result from the Local Government Community Satisfaction Survey 2015.
<p><b>Attendance</b> <b>Councillor attendance at Council meetings</b> [The sum of the number of Councillors who attended each ordinary and special Council meetings / (Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)]</p>	91%	Councillor attendance at reasonably high level.
<p><b>Service cost</b> <b>Cost of Governance</b> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]</p>	\$55,941	No out of the ordinary or unexpected costs.
<p><b>Satisfaction</b> <b>Satisfaction with council decisions</b> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]</p>	60	Result from the Local Government Community Satisfaction Survey 2015.

## Key Capital Works projects for 2014/15

Ref. #	Capital Works Program 2014/15	Progress
CW1	Implement works identified in Council's Walking and Cycling Strategy with a focus on Scotchmans Creek Trail, Oakleigh (west of Huntingdale Rd)	<b>Progressing.</b> Contract awarded in January 2015 with works scheduled for May. Contractor delayed due to other projects outside Monash. Works started in August and were completed in late September 2015.
CW2	Undertake improvements to playgrounds identified for 2014/15	<b>Progressing.</b> Works were delayed due to wet weather but majority of playspaces were completed by mid-July.
CW3	Upgrade community halls in line with budget provisions for 2014/15	<b>Complete.</b>
CW4	Maintain and refurbish footpaths as per the 2014/15 program	<b>Complete.</b>
CW5	Implement drainage improvement works within budget constraints: <ul style="list-style-type: none"> <li>» Strategic Drainage Works at Phoenix Drive, Wheelers Hill (Calderwood Ave. stage)</li> <li>» Local drainage works at Hillside Rd, Mount. Waverley</li> </ul>	<b>Both projects complete.</b>
CW6	Construct retaining walls, with the priority being Highbury Road, Mount Waverley	<b>Complete.</b> Retaining wall at No 308 repairs completed. Retaining wall replacement at 288 Highbury Road completed in July 2015.
CW7	Conduct the road resurfacing, kerb and channel replacement program for 2014/15	<b>Complete.</b> Replacement programs have been completed as planned and within allocated budgets.
CW8	Implement local road reconstruction works for 2014/15 with a focus on Atherton Road, Oakleigh (Dandenong Road to Clyde Street)	<b>Complete.</b> The reconstruction of Atherton Road from Dandenong Road to Clyde Street was a major reconstruction with an indicative cost of \$1.7 million. Works were underway for the 12 months and were effectively completed, with the wearing course and linemarking being laid in June 2015.
CW9	Use 'Roads to Recovery 2' Federal Government funding to complete works in Atherton Road, Oakleigh (Dandenong Road to Clyde Street)	<b>Complete.</b> Roads to Recovery funding of \$556,000 used for the reconstruction of Atherton Road from Dandenong Road to Clyde Street.
CW10	Implement the traffic management program for 2014/15 with a focus on mini roundabouts in Prospect Street, Mount Waverley.	<b>Complete.</b>
CW11	Implement car park improvement works for 2014/15 with a focus on Gardiners Creek Reserve, Burwood (off Sixth Avenue).	<b>Complete.</b>
CW12	Replace fleet, plant and equipment as per the 2014/15 program	<b>Complete.</b>
CW13	Implement Monash Aquatic & Recreation Centre ceiling and air conditioning works	<b>Complete.</b>
CW14	Implement lighting and car parking sealing at Freeway Reserve, Mulgrave	<b>Complete.</b>

# Section Five

## Official Statements





# PERFORMANCE STATEMENT

For the year ended 30 June 2015

## 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 is 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. Our City also includes parts of Chadstone, Burwood and Oakleigh South.

Monash is one of Melbourne's most populous municipalities, with an estimated residential population of 185,037 people. We are regarded as a cosmopolitan city. Almost 45% of our residents were born overseas, having come from more than 45 different countries.

Monash Council continues to have the lowest average rates in Victoria (per head of population) as demonstrated in the Municipal Association of Victoria's 2015/16 Rates Survey released in July 2015. The financial reality of having the lowest average rates in Victoria has contributed to the results for the financial performance indicators.

Monash ratepayers pay on average \$579 (for 2015/16) per head of population - nearly \$290 less than the Victorian average of \$867.

# Sustainable Capacity Indicators

For the year ended 30 June 2015

Indicator/measure	Results	
	2015	
<b>Own-source revenue</b> Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$714	Monash is the lowest rating council per head of population and therefore will have a low indicator for revenue per head of population.
<b>Recurrent grants</b> Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$118	No material change, most service level grants have increased in-line with service level agreements.
<b>Population</b> Expenses per head of municipal population [Total expenses / Municipal population]	\$826	As the lowest rating council there is a strong focus on achieving efficiencies and cost savings where possible without sacrificing service delivery.
Infrastructure per head of municipal population (Value of infrastructure / Municipal population)	\$3,210	As the lowest rating council, Monash aims to maintain service levels with an emphasis on continuous improvement, innovation and efficiency.
Population density per length of road [Municipal population / Kilometres of local roads]	246	Reflects Monash's population and the current length of roads.
<b>Disadvantage</b> Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	9.00	Result shows minimal disadvantage in Monash. Pockets of high disadvantage are still evident.

## Definitions

“adjusted underlying revenue” means total income other than -

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

“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 2015

<i>Service/indicator/measure</i>	Results	
	2015	Comments
<b>Governance</b> <b>Satisfaction</b> Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	60	Result from the Local Government Community Satisfaction Survey 2015.
<b>Statutory Planning</b> <b>Decision making</b> 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] x100	49%	Decisions VCAT makes on planning appeals are not controlled by Council.
<b>Roads</b> <b>Satisfaction</b> Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	71	Result from the Local Government Community Satisfaction Survey 2015.
<b>Libraries</b> <b>Participation</b> Active library members [Number of active library members / Municipal population] x100	19%	This figure is expected to trend downwards. It counts only individuals who borrowed hard copy items on the library system in the reporting period, and excludes anyone who borrowed e-books or used the electronic reference resources, in-house Wi-Fi or internet, without also borrowing hard copy items.
<b>Waste Collection</b> <b>Waste diversion</b> 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] x100	53%	Result reflects industry-wide experience of reduced recycling tonnages.
<b>Aquatic facilities</b> <b>Utilisation</b> Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	9	Overall a satisfactory attendance. Attendances at the aquatic and recreation facilities increased by 51,397 from 2013/14 or 3%.
<b>Animal management</b> <b>Health and safety</b> Animal management prosecutions [Number of successful animal management prosecutions]	44	All animal prosecutions were proven - 100% success rate.

<i>Service/indicator/measure</i>	<b>2015</b>	<b>Comments</b>
<b>Food safety</b> <b>Health and safety</b> Critical and major non-compliance notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	100%	Council aims to follow up all notifications.
<b>Home and community care</b> <b>Participation</b> Participation in HACC service [Number of people that received a HACC service / Municipal target population for HACC services] x100	26%	In the last 12 months the overall engagement of seniors has improved, due in part to a targeted increase in involvement with community based seniors groups.
<b>Participation</b> Participation in HACC service by Culturally and Linguistically Diverse Communities (CALD) (Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	23%	In the last 12 months the overall engagement of seniors has improved, due in part to a targeted increase in involvement with community based seniors groups. Many of these seniors groups are based upon cultural diversity which has assisted in increasing our delivery to our CALD population.
<b>Maternal and child health</b> <b>Participation</b> 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] x100	79%	Engagement with the MCH program is not compulsory - various strategies are in place to actively engage clients with the program. Engagement fluctuates.
<b>Participation</b> Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	60%	Aboriginal families often choose to engage with a preferred culturally sensitive service.

## 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 member” 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 sections 131, 132 and 133 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

“Community Care Common Standards” means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

“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

“HACC program” means the Home and Community Care

program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth

“HACC service” means home help, personal care or community respite provided under the HACC program

“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 Council

“target population” has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth

“WorkSafe reportable aquatic facility safety incident” means an incident relating to a Council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004.



## Financial Performance Indicators

### For the year ended 30 June 2015

<i>Dimension/indicator/measure</i>	Forecasts				<i>Comments</i>	
	Results 2015	2016	2017	2018		2019
<b>Operating position</b>						
<b>Adjusted underlying result</b> Adjusted underlying surplus (or deficit) Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	4.67%	6.66%	5.64%	5.58%	5.81%	For the 2015/16 year, residential rate increases are limited to 6% with fees and charges forecast to increase 4% in line with either cost increases or market levels as appropriate and service levels are to be maintained at the 2014/15 levels. Continued surpluses mean Council is less reliant on cash reserves or increased debt to maintain services.
<b>Liquidity</b>						
<b>Working capital</b> Current assets compared to current <i>liabilities</i> [Current assets / Current liabilities] x100	149.41%	156.59%	163.50%	166.05%	176.28%	Council will maintain cash reserves going forward to ensure positive working capital ratios.
<b>Unrestricted cash</b> Unrestricted cash compared to current <i>liabilities</i> [Unrestricted cash / Current liabilities] x100	75.97%	93.22%	99.07%	100.49%	109.53%	The trend reflects Council's position to maintain cash reserves and reveals no material variations.
<b>Obligations</b>						
<b>Loans and borrowings</b> Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100 Loans and borrowings repayments compared to rates	0.00%	0.00%	0.00%	0.00%	0.00%	Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt. Council is debt free at 30 June 2015.
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	11.66%	0.00%	0.00%	0.00%	0.00%	Council resolved in April 2015 to pay out all outstanding debt. Council is debt free at 30 June 2015.
<b>Indebtedness</b> Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	2.96%	0.96%	0.92%	0.89%	0.86%	Lower trend reflects the payment of debt in 2015. Council is debt free at 30 June 2015.

<i><b>Dimension/indicator/measure</b></i>	Results		Forecasts				<i><b>Comments</b></i>
	2015	2016	2017	2018	2019		
<b>Asset renewal</b> Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x100	66.42%	64.85%	67.82%	66.84%	79.20%		The trend reflects Council's aim to bridge the asset renewal gap by funding more base capital works to upgrade the City's infrastructure.
<b>Stability</b> <b>Rates concentration</b> Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	63.14%	66.46%	66.58%	66.57%	66.49%		Reflects extent of reliance on rate revenues to fund all of Council's ongoing services. Trend indicates Council will maintain its reliance on rate revenue compared to all other revenue sources.
<b>Rates effort</b> Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.19%	0.21%	0.20%	0.19%	0.18%		No material change.
<b>Efficiency</b> <b>Expenditure level</b> Expenses per property assessment [Total expenses / Number of property assessments]	\$1,998	\$1,996	\$2,080	\$2,150	\$2,217		Trend shows that service levels are to be maintained throughout the four year period.
<b>Revenue level</b> Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,246	\$1,327	\$1,360	\$1,394	\$1,429		Council has adopted a budget for 2015/16 with a 6% increase in residential rates to maintain service standards, invest in capital works, and maintain and renew existing and ageing infrastructure. The forecast trend is to limit rate increases due to rate capping from 2016/17.
<b>Workforce turnover</b> Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	9.57%	9.96%	9.96%	9.96%	9.96%		Stable percentage that has and will be impacted by business and individual decisions.

## Definitions

“adjusted underlying revenue” means total income other than -

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

“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 Australian Accounting Standards (AAS)

“current liabilities” has the same meaning as in the Australian Accounting Standards (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 Council

“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 Australian Accounting Standards (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 2015

#### 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 1989 and Local Government (Planning and Reporting) Regulations 2014.

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 2014 require explanation of any material variations in the results contained in the Performance Statement. Council has adopted materiality thresholds relevant to each indicator and measure. 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 Strategic Resource Plan on 28 June 2015 and which forms part of the Council Plan. The Strategic Resource Plan 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 Strategic Resource Plan can be obtained by contacting Council.

## Certification of the performance statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.



**DANIEL WAIN (CPA)**

**Principal Accounting Officer**

Dated: 25 August 2015

In our opinion, the accompanying performance statement of the Monash City Council for the year ended 30 June 2015 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

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 2014 to certify this performance statement in its final form



**PAUL KLISARIS**

**Mayor**

Date: 25 August 2015



**GEOFF LAKE**

**Councillor**

Dated: 25 August 2015



**JULIE SALOMON**

**Acting Chief Executive Officer**

Dated: 25 August 2015

## INDEPENDENT AUDITOR'S REPORT

### To the Councillors, Monash City Council

#### *The Performance Statement*

The accompanying performance statement for the year ended 30 June 2015 of the Monash City Council which comprises the statement, the related notes and the certification of the performance statement has been audited.

#### *The Councillors' Responsibility for the Performance Statement*

The Councillors of the Monash City Council are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement 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 entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## Independent Auditor's Report (continued)

### *Independence*

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

### *Auditor's Opinion*

In my opinion, the performance statement of the Monash City Council in respect of the 30 June 2015 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE  
31 August 2015



John Doyle  
Auditor-General

# Section Six

## Financials



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# Comprehensive Income Statement

## For the Year Ended 30 June 2015

	Note	2015 \$'000	2014 \$'000
<b>Revenue</b>			
Rates & Charges	3	101,220	94,153
Statutory Fees & Fines	4	6,996	6,887
User Fees	5	21,359	23,332
Grants - Operating	7	20,345	21,559
Grants - Capital	7	8,485	1,703
Contributions - monetary	6	5,628	3,561
Contributions - non-monetary	6	3,475	455
Interest Revenue	8	1,902	1,612
Other Revenue	9	2,920	2,182
Net gain/(loss) on disposal of Property, Plant & Equipment	10	(129)	199
Derecognition of Residential Aged Care Facilities	11	-	13,174
Net gain on disposal of Residential Aged Care Facilities	11	-	3,058
Share of net profit/(loss) of joint operation accounted for by the equity method	12	(2,227)	(916)
<b>Total Revenue</b>		<b>169,974</b>	<b>170,959</b>
<b>Expenses</b>			
Employee Benefits	13	66,296	70,933
Materials, Services & Contracts	14	58,775	55,244
Depreciation	15	25,433	24,381
Finance Costs	16	1,025	864
Other Expenses	17	1,342	1,411
<b>Total Expenses</b>		<b>152,871</b>	<b>152,833</b>
<b>Surplus/(Deficit)</b>		<b>17,103</b>	<b>18,126</b>
<b>Other comprehensive income</b>			
Net Asset revaluation increment	28	420,387	128,774
<b>Comprehensive result</b>		<b>437,490</b>	<b>146,900</b>

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

# Balance Sheet

## As at 30 June 2015

	Note	2015 \$'000	2014 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	18	44,510	21,710
Trade & Other Receivables	20	7,138	6,735
Other Financial Assets	19	3,002	24,002
Inventories		66	80
Other Assets	21	1,339	1,022
<b>Total Current Assets</b>		<b>56,055</b>	<b>53,549</b>
<b>Non-Current Assets</b>			
Investments in joint arrangement accounted for using the equity method	12	2,066	2,129
Property, Infrastructure, Plant & Equipment	22	2,626,926	2,197,170
<b>Total Non-Current Assets</b>		<b>2,628,992</b>	<b>2,199,299</b>
<b>TOTAL ASSETS</b>		<b>2,685,047</b>	<b>2,252,848</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	23	13,949	11,323
Trust Funds & Deposits	24	7,610	6,629
Income in Advance	25	494	349
Provisions	26	15,470	14,764
Interest-Bearing Loans & Borrowings	27	-	1,700
<b>Total Current Liabilities</b>		<b>37,523</b>	<b>34,765</b>
<b>Non-Current Liabilities</b>			
Provisions	26	1,239	1,351
Interest-Bearing Loans & Borrowings	27	-	10,100
Liabilities in joint arrangement accounted for using the equity method	12	2,669	505
<b>Total Non-Current Liabilities</b>		<b>3,908</b>	<b>11,956</b>
<b>TOTAL LIABILITIES</b>		<b>41,431</b>	<b>46,721</b>
<b>NET ASSETS</b>		<b>2,643,616</b>	<b>2,206,127</b>
<b>EQUITY</b>			
Accumulated Surplus		932,858	905,265
Reserves	28	1,710,758	1,300,862
<b>TOTAL EQUITY</b>		<b>2,643,616</b>	<b>2,206,127</b>

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

## Statement of Changes in Equity For the Year Ended 30 June 2015

Note	Total 2015	Accumulated Surplus 2015	Asset		Other Reserves 2015	Total 2014	Accumulated Surplus 2014	Asset		Other Reserves 2014
			Revaluation Reserve 2015	\$'000				Revaluation Reserve 2014	\$'000	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at beginning of the Financial Year	2,206,127	905,265	1,274,923	25,939	2,059,222	899,686	1,146,149	13,387		
Surplus/(deficit) for the year	17,103	17,103	-	-	18,126	18,126	-	-		
Net asset revaluation increment	420,386	-	420,386	-	128,774	-	128,774	-		
Transfers to Reserves	-	15,603	-	(15,603)	-	5,376	-	(5,376)		
Transfers from Reserves	-	(5,217)	-	5,217	-	(17,928)	-	17,928		
<b>Balance at End of the Financial Year</b>	<b>2,643,616</b>	<b>932,858</b>	<b>1,695,205</b>	<b>15,553</b>	<b>2,206,127</b>	<b>905,265</b>	<b>1,274,923</b>	<b>25,939</b>		

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 2015

	Note	2015 Inflows/ (Outflows) \$'000	2014 Inflows/ (Outflows) \$'000
<b>Cash Flows from Operating Activities</b>			
Rates & Charges		100,901	94,189
Statutory Fees & Fines		6,996	6,887
User Fees		23,386	23,587
Grants- Operating		20,552	21,595
Grants- Capital		7,995	1,703
Contributions		5,628	3,430
Interest Received		1,924	1,784
Other Receipts		2,975	(679)
Net Fire Services Property Levy		-	11
GST reimbursed by Australian Tax Office		8,287	4,680
GST paid to Australian Tax Office		(1,877)	(921)
Employee Costs		(65,781)	(71,536)
Materials, Services and Contracts Paid		(64,340)	(61,857)
Finance Costs		(1,025)	(864)
Other Payments		(1,342)	(1,398)
Trusts and Refundable Deposits		851	1,144
<b>Net cash provided by operating activities</b>	<b>34</b>	<b>45,130</b>	<b>21,754</b>
<b>Cash Flows from Investing Activities</b>			
Payments for- proceeds from Investment		21,000	(21,000)
Payments for Acquisition of Property, Infrastructure, Plant and Equipment		(32,505)	(23,725)
Proceeds from Sale of Property, Infrastructure, Plant and Equipment		975	20,068
<b>Net cash provided by investing activities</b>		<b>(10,530)</b>	<b>(24,657)</b>
<b>Cash Flows from Financing Activities</b>			
Repayment of Current Borrowings/Leases		(11,800)	(3,200)
<b>Net cash provided by financing activities</b>		<b>(11,800)</b>	<b>(3,200)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>		<b>22,800</b>	<b>(6,102)</b>
Cash and cash equivalents at the beginning of the financial year		21,710	27,812
<b>Cash and Cash equivalents at the end of the financial year</b>	<b>18</b>	<b>44,510</b>	<b>21,710</b>

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 2015

	Note	2015 \$'000	2014 \$'000
<b>Property</b>			
Buildings		9,700	5,221
Leasehold Improvements		49	7
<b>Total property</b>		<b>9,749</b>	<b>5,228</b>
<b>Plant and equipment</b>			
Plant, machinery and equipment		3,182	2,611
Fixtures, fittings and furniture		47	270
Computers and telecommunications		1,646	1,368
Library books		1,161	1,057
<b>Total plant and equipment</b>		<b>6,036</b>	<b>5,306</b>
<b>Infrastructure</b>			
Roads		4,060	4,391
Footpaths and cycleways		2,836	2,532
Drainage		2,876	1,835
Recreational, leisure and community facilities		4,521	1,968
Waste management		170	181
Parks, open space and streetscapes		532	915
Off street car parks		361	238
Other infrastructure		2,015	1,244
<b>Total infrastructure</b>		<b>17,371</b>	<b>13,304</b>
<b>Total capital works expenditure</b>		<b>33,156</b>	<b>23,838</b>
<b>Represented by:</b>			
New asset expenditure		5,532	913
Asset renewal expenditure		16,893	16,768
Asset expansion expenditure		-	290
Asset upgrade expenditure		10,731	5,867
<b>Total capital works expenditure</b>		<b>33,156</b>	<b>23,838</b>

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 2015

### 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.

**The purpose of the Council is to:**

- » provide for the peace, order and good government of its municipal district
- » to promote the social, economic and environmental viability and sustainability of the municipal district
- » to ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community
- » to improve the overall quality of life of people in the local community
- » to promote appropriate business and employment opportunities
- » to ensure that services and facilities provided by the Council are accessible and equitable
- » to ensure the equitable imposition of rates and charges
- » to ensure transparency and accountability in Council decision making.

External Auditor - Auditor-General of Victoria

Internal Auditor - PricewaterhouseCoopers

Bankers - Westpac Banking Corporation

Website address - [www.monash.vic.gov.au](http://www.monash.vic.gov.au)

The financial report of the Monash City Council is 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 Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 1 SIGNIFICANT ACCOUNTING POLICIES

#### (a) Basis of Accounting

This financial report has been prepared on the accrual and going concern basis under the historical cost convention, except where specifically stated in notes 1(i), 1(m) and 1(t).

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.

#### (b) Change in Accounting Policies

Council has considered the requirements of AASB 11 for the first time. AASB 11 Joint Arrangements changes the classification of joint arrangements into joint operations or joint ventures. The classification depends on the contractual rights and obligations of each investor rather than the legal structure of the joint arrangement. Depending on the classification, the accounting treatment for the two types of joint arrangements will be different.

Council has reviewed its existing contractual arrangements with Regional Landfill Clayton South Joint Venture (Clayton Landfill) to ensure they are aligned with the new classifications under AASB 11. It has concluded that the existing joint arrangement is a joint operation. Instead of accounting for assets, liabilities, revenues and expenses relating to Council's interest in Clayton Landfill, Council continues to account for Clayton Landfill under the equity method on the basis that Clayton Landfill operating results, assets and liabilities are not material individually or in aggregate. Details of joint operation are set out in note 12.

#### (c) Revenue recognition

##### **Rates, Grants and Contributions**

Rates, grants and contributions (including developer contributions) are recognised as revenues when the Council obtains control over the assets comprising these receipts.

Control over assets acquired from rates is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates. A provision for doubtful debts on rates has not been established as unpaid rates represents a charge against the rateable property that will be recovered when the property is next sold.

Control over granted assets is normally obtained upon their receipt.

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably. Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or subsidies is disclosed in Note 7. The Note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at the balance date.

##### **Statutory fees and fines**

Statutory fees and fines (including parking fees and 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.

##### **User Fees and Fines**

User Fees and Fines (including parking fees and 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. A provision for doubtful debts is recognised when collection in full is no longer probable.

##### **Sale of property, plant and equipment, infrastructure**

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

##### **Interest**

Interest is recognised progressively as it is earned.

##### **Dividends**

Dividend revenue is recognised when the Council's right to receive payment is established.

##### **Other Income**

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 2015

### (d) Inventories

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. Other inventories are measured at the lower of cost and the net realisable value.

### (e) Fair value measurement

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards (AASB). *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.

AASB 13 defines fair value as 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. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

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

**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.

### (f) 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.

Depreciation is recognised on a straight line basis using rates which are reviewed each reporting period with respect to the estimated remaining useful life of those assets.

Land and Artworks are not considered depreciable asset classes.

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".

Major depreciation periods used are listed below and are consistent with the prior year unless otherwise stated:

Asset Description	2014/15 Useful Life
Land	Indefinite
Land Under Roads	Indefinite
Buildings	40-50 Years
Heritage Buildings	250 years
Plant & Machinery	2-7 Years
Furniture & Equipment	3-10 Years
Art	Indefinite
Library Books	4-7 Years
Roads	
Base, Right of Ways, Kerb Channels	100-150 Years
Seal	25 Years
Footpaths	80 Years
Drains	100 Years
Bridges	40-120 Years
Other Infrastructure	10-100 Years

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### (g) 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 is expensed.

### (h) Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts and interest on borrowings.

### (i) Recognition and measurement of Assets

#### 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 policy, the threshold limits detailed above right have been applied when recognising assets within applicable asset class and unless otherwise stated are consistent with the prior year.

The following classes of assets have been recognised in Note 22.

Class of Asset	Threshold \$
<i>Property, Infrastructure, Plant &amp; Equipment</i>	
Land	1
Land under roads	1
Buildings	1
Plant & Equipment	1000
Furniture & Fittings	1000
Art	1
Library Books	1
Roads & Pavements	1
Drains	1
Bridges	1

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 between Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being 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. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 22: Property, infrastructure, plant and equipment, and infrastructure.

In addition, Council undertakes a formal revaluation (either by experienced and appropriately qualified Council officers or independent experts) of land, buildings, art works and infrastructure assets on a regular basis, usually at intervals of two or three years. The basis of valuation is detailed in Note 22.

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### (i) Recognition and measurement of Assets (Cont.)

#### **Revaluation (Cont.)**

Where the assets are revalued, the revaluation increments 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 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 are included in the Asset Revaluation Reserve for that class of asset in which case the decrement is taken 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.

#### **Land Under Roads**

Land under roads acquired after 30 June 2008 is brought to account using the deemed cost value basis. Council does not recognise land under roads that it controlled prior to that period in its financial report.

In July 2011, the Department of Transport, Planning and Local Infrastructure (former Department of Planning and Community Development (DPCD)) issued guidance circular LGV circular 15/11 regarding the recognition and measurement of land under roads. It recommended that Council should recognise all land under roads it controls at fair value. In December 2014 an extended transitional period was proposed and the Department expects councils to be compliant by the 2017/18 financial year.

### (j) Cash and Cash Equivalents

For the purposes of the Statement of Cash Flows, cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments (term deposits with a maturity date of 90 days or less) with original maturities of three months or less, net of outstanding bank overdrafts.

### (k) Trade and other receivables

Receivables are carried at amortised cost using the effective interest rate method. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

### (l) Other Financial Assets

Financial assets are valued at fair value, being market value, at balance date. Any unrealised gains and losses on holdings at balance date are recognised

as either revenue or expenses. This includes term deposits with a maturity date greater than 90 days.

### (m) Accounting for investment in associates and joint arrangements

Council interest in joint operations is accounted for using the equity method (refer to note 1b). Under this method, the interest is initially recognised in the balance sheet at cost and adjusted thereafter to recognise Council's share of the net assets of the entities. The Council's share of the financial result of the entities is recognised in the Comprehensive Income Statement.

Monash City Council has a joint arrangement interest in the Clayton tip site together with four other Councils:

Monash City Council	16.80%
Boroondara City Council	35.22%
Whitehorse City Council	14.12%
Glen Eira City Council	21.10%
Stonington City Council	12.76%
	<hr/>
	100.00%

Details in relation to this investment are included in Note 12.

### (n) Tender deposits

Amounts received as tender deposits and retention amounts controlled by Council are recognised as Trust funds until they are returned or forfeited (refer to note 24).

### (o) Employee costs

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

#### **Wages and salaries and annual leave**

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

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 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.

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### (o) Employee costs (Cont.)

#### **Long service leave**

Liability for long service leave (LSL) is recognised in the provision for employee benefits. 'Current Liability - unconditional LSL representing 7 years - is disclosed as a current liability even when the Council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at:

- » present value - component that is not expected to be settled within 12 months.
- » nominal value - component that is expected to be settled within 12 months.

#### **Classification of employee costs**

Non-current liability - conditional LSL representing less than 7 years - is disclosed as a non-current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value.

### (p) Leases

#### **Operating Leases**

Payments for operating leases are recognised as an expense in the year in which they are incurred as this reflects the pattern of benefits derived by the Council.

### (q) Goods and Services Tax

Revenues, expenses, assets and liabilities are recognised net of the amount of Goods and Services Tax (GST), except:

- i. where the amount of GST incurred is not recoverable from the taxation authority, it is recognised as part of the cost of acquisition of an asset or as part of an item of expense; or
- ii. for receivables and payables which are recognised inclusive of GST.

Cash flows are presented in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

### (r) 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.

### (s) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars.

### (t) Financial Guarantee

Financial guarantee contracts are recognised as a liability at the time the guarantee is issued. If there is material increase in the likelihood that the guarantee may have to be exercised, at the higher of the amount determined in accordance with AASB 137 Provisions, Contingent Liabilities and Contingent Assets and the amount initially recognised less cumulative amortisation, where appropriate. In the determination of fair value, consideration is given to factors including the probability of default by the guaranteed party and the likely loss to Council in the event of default.

### (u) Contingent Assets and Contingent Liabilities and Contractual Commitments

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Contractual commitments are not recognised in the Balance Sheet. Contractual commitments are disclosed at their nominal value by way of note and presented inclusive of the GST payable.

### (y) Pending Accounting Standards

Certain new Australian Accounting Standards have been issued that are not mandatory for the 30 June 2015 reporting period. Council has assessed these pending standards and has identified that no material impact will flow from the application of these standards in future reporting periods.

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 2 BUDGET COMPARISON

The budget comparison notes compare Council's financial plan, expressed through its Annual Budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variances. Council has adopted a materiality threshold greater than 10%. Explanations have been provided for variations below the materiality threshold if considered to be material because of their nature.

The budget figures detailed below are those adopted by Council on 24 June 2014. The budget was based on

assumptions that were relevant at the time of adoption of the budget. Council sets 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.

These notes are prepared to meet the requirements of the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

#### a) Income and Expenditure

	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	
	<b>2015</b>	<b>2015</b>	<b>2015</b>	
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>Ref</b>
<b>Income</b>				
Rates and charges	100,796	101,220	424	
Statutory fees and fines	6,525	6,996	471	
User fees	21,062	21,359	297	
Contributions- monetary	2,401	5,628	3,227	<b>1</b>
Contributions- non monetary	-	3,475	3,475	<b>1</b>
Grants- Operating (recurrent)	17,996	20,345	2,349	<b>2</b>
Grants- Capital (recurrent)	1,659	2,333	674	<b>3</b>
Grants- Capital (non-recurrent)	5,475	6,152	677	<b>3</b>
Interest Revenue	1,510	1,902	392	<b>4</b>
Other Revenue	1,521	2,920	1,399	<b>5</b>
Profit from Sale of Assets	-	(129)	(129)	
Share of net loss of joint operation accounted for by the equity method	-	(2,227)	(2,227)	<b>6</b>
<b>Total income</b>	<b>158,945</b>	<b>169,974</b>	<b>11,029</b>	
<b>Expenses</b>				
Employee costs	64,699	66,296	(1,597)	
Materials, Services & Contracts	60,186	60,117	69	
Borrowing costs	1,014	1,025	(11)	
Depreciation & Amortisation	24,392	25,433	(1,041)	
<b>Total expenses</b>	<b>150,291</b>	<b>152,871</b>	<b>(2,580)</b>	
<b>Surplus/(deficit) for the year</b>	<b>8,654</b>	<b>17,103</b>	<b>8,449</b>	

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 2 BUDGET COMPARISON (Cont.)

#### (i) Explanation of material variations

Variance Ref	Item	Explanation
1	Contributions	Higher than anticipated development in the municipality has resulted in additional Public Open Space and drainage developer cash contributions and non-monetary contributions (land).
2	Grants- Operating	Victorian Grants Commission funding for 2015/16 was paid in advance (\$1.88M). Other unbudgeted grant funding included Responsible Gambling (\$205K) and Architectural Services for Living Victoria Street Tree Irrigation (\$219K).
3	Grants- Capital	Victorian Grants Commission funding for 2015/16 was paid in advance (\$565K) in addition to unbudgeted capital funding received for Jack Edwards Reserve Water Harvesting (\$535K) and SES building works (\$105K).
4	Interest Revenue	Interest on investments is favourable due to more funds on deposit than anticipated.
5	Other Revenue	Refund of carbon tax (\$1.2M) as a result of Federal Government's decision to abolish the carbon tax was the main cause for the favourable variance.
6	Share of net loss of joint operation accounted for by the equity method	A negative adjustment for Council's equity investment in the Clayton landfill related to increased rehabilitation provision (\$2.23M)

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 2 BUDGET COMPARISON (Cont.)

#### b) Capital Works

	Budget 2015 \$'000	Actual 2015 \$'000	Variance 2015 \$'000	Ref
<b>Property</b>				
Buildings	10,129	9,700	429	<b>1</b>
Leasehold improvements	-	49	(49)	
<b>Total Property</b>	<b>10,129</b>	<b>9,749</b>	<b>380</b>	
<b>Plant and Equipment</b>				
Plant, machinery and equipment	3,441	3,182	259	
Fixtures, fittings and furniture	69	47	22	
Computers and telecommunications	2,163	1,646	517	<b>2</b>
Library books	1,149	1,161	(12)	
<b>Total Plant and Equipment</b>	<b>6,822</b>	<b>6,036</b>	<b>786</b>	
<b>Infrastructure</b>				
Roads	3,554	4,060	(506)	<b>3</b>
Footpaths and cycleways	2,327	2,836	(509)	<b>4</b>
Drainage	1,870	2,876	(1,006)	<b>5</b>
Recreational, leisure and community facilities	4,340	4,521	(181)	
Waste management	155	170	(15)	
Parks, open space and streetscapes	1,025	532	493	<b>6</b>
Off street car parks	540	361	179	<b>7</b>
Other infrastructure	2,033	2,015	18	
<b>Total Infrastructure</b>	<b>15,844</b>	<b>17,371</b>	<b>(1,527)</b>	
<b>Total Capital Works Expenditure</b>	<b>32,795</b>	<b>33,156</b>	<b>(361)</b>	
<b>Represented by:</b>				
New asset expenditure	6,080	5,532	548	
Asset renewal expenditure	16,267	16,893	(626)	
Asset upgrade expenditure	10,448	10,731	(283)	
<b>Total Capital Works Expenditure</b>	<b>32,795</b>	<b>33,156</b>	<b>(361)</b>	

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 2 BUDGET COMPARISON (Cont.)

#### (i) Explanation of material variations

Variance Ref	Item	Explanation
1	Buildings	The variance relates primarily to delays in sporting pavilion upgrades - to be completed in 2015/16.
2	Computers and telecommunications	Deferred implementation date of the Electronic Document Management System (EDMS) has resulted in funds being under expended.
3	Roads	The over-expenditure on Roads is due to budget timing differences in delivery of Local Roads projects over two financial years.
4	Footpaths & Cycleways	Footpath renewal expenditure exceeds budget due to Council's responsiveness to increased demand from ratepayers.
5	Drainage	Additional funds were approved at the Council meeting on 25/11/14 and unexpected additional costs due to latent conditions.
6	Parks, open space and streetscapes	Activity centre works will be completed in 2015/16.
7	Off street car parks	Car parking projects were completed at a lower than budgeted cost.

# Notes to the Financial Report

## For the Year Ended 30 June 2015

	2015 \$'000	2014 \$'000
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### NOTE 3 RATES & CHARGES

Council uses Capital Improved Value as the basis of valuation of all properties within the municipality

The valuation base used to calculate general rates for 2014/15 was \$51.318 billion (2013/14 \$46.371 billion). The 2014/15 rate in the dollar was \$0.0019448 (2013/14 \$0.0020051).

General Rates	99,802	92,976
Cultural & Recreational	194	208
Supplementary rates & rate adjustments	1,224	969
<b>Total</b>	<b>101,220</b>	<b>94,153</b>

The date of the latest general revaluation of land for rating purposes within the municipality is 1 January 2014 and the valuation was first applied in the rating year commencing 1 July 2014.

The date of the previous general revaluation of land for rating purposes within the municipality was 1 January 2012 and the valuation first applied to the rating period commencing 1 July 2012.

### NOTE 4 STATUTORY FEES & FINES

Animal Registrations	719	724
Parking Fines	4,443	4,273
Court Fines	647	743
Court Fee Recovery	34	106
Town Planning Fees	1,130	1,023
Other Fines	23	18
<b>Total</b>	<b>6,996</b>	<b>6,887</b>

### NOTE 5 USER FEES

Service Charges	2,612	5,101
Recreation Fees	11,101	10,883
Waste Transfer Station	1,277	1,008
Building Services Fees	1,756	1,671
Provision of Council Information Fees	335	312
Library Fees and Fines	194	187
Bin Charges	1,101	1,101
Lease Charges	434	441
Hire and Rental Charges	697	696
Other Fees and Charges	1,852	1,932
<b>Total</b>	<b>21,359</b>	<b>23,332</b>

### NOTE 6 CONTRIBUTIONS

Monetary	5,628	3,561
Non-monetary	3,475	455
<b>Total</b>	<b>9,103</b>	<b>4,016</b>

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

Land	3,230	135
Infrastructure	125	-
Other	120	320

# Notes to the Financial Report

## For the Year Ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>NOTE 7 GRANTS &amp; SUBSIDIES</b>		
Grants were received in respect of the following:		
<b>Summary of grants &amp; subsidies</b>		
Commonwealth funded grants	15,897	11,199
State funded grants	12,933	12,062
<b>Total</b>	<b>28,830</b>	<b>23,262</b>
<b>Operating Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Victorian Grants Commission	5,659	1,862
Family and Children	2,357	2,361
Aged care	-	5,039
Other	105	139
<b>Recurrent - State Government</b>		
Maternal & child health	1,232	1,161
Libraries	1,090	1,090
General Home care	8,443	8,512
Youth Services	329	320
School crossing supervisors	320	337
Other	35	58
<b>Total recurrent operating grants</b>	<b>19,571</b>	<b>20,879</b>
<b>Non recurrent - Commonwealth Government</b>		
Family and Children	501	528
<b>Non recurrent - State Government</b>		
Family and Children	23	6
Other	250	145
<b>Total non-recurrent operating grants</b>	<b>774</b>	<b>680</b>
<b>Total operating grants</b>	<b>20,345</b>	<b>21,559</b>
<b>Capital Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Roads to recovery	556	553
Victorian Grants Commission- Local Roads	1,704	579
<b>Recurrent - State Government</b>		
Libraries	21	21
Senior citizen centres	52	100
<b>Total recurrent capital grants</b>	<b>2,333</b>	<b>1,254</b>
<b>Non Recurrent - Commonwealth Government</b>		
Family and Children	30	10
Economic Development	4,750	90
Other	235	37

# Notes to the Financial Report

## For the Year Ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>NOTE 7 GRANTS &amp; SUBSIDIES (Cont.)</b>		
<b>Non Recurrent - State Government</b>		
Economic Development	225	-
Other	912	312
<b>Total non recurrent capital grants</b>	<b>6,152</b>	<b>449</b>
<b>Total capital grants</b>	<b>8,485</b>	<b>1,703</b>
<b>Total Grants</b>	<b>28,830</b>	<b>23,262</b>

### Conditions on Grants

Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:

HACC Minor Capital	52	192
Victorian Grants Commission- General Purpose Funding	1,882	-
Victorian Grants Commission- Local Roads	566	-
Community Programs	597	634
<b>Total</b>	<b>3,097</b>	<b>826</b>

### NOTE 8 INTEREST REVENUE

Investment Interest	1,603	1,163
Rates and Charges Interest	299	262
Other Interest	-	187
<b>Total</b>	<b>1,902</b>	<b>1,612</b>

### NOTE 9 OTHER REVENUE

Monash Gallery of Art	232	401
Recoupment of Carbon Tax	1,201	-
Recoupment of FSPL Administration Services	87	127
Residential Care Facilities-Refurbishment Recovery	21	408
Garbage & Recycling	950	822
Other Rental	52	5
Other	377	419
<b>Total</b>	<b>2,920</b>	<b>2,182</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>NOTE 10 NET GAIN (LOSS) ON DISPOSAL OF PROPERTY, PLANT &amp; EQUIPMENT</b>		
<b>Buildings</b>		
Proceeds from Sale of Assets	3	-
Written Down Value of Assets Disposed	(212)	-
Written back of Revaluation on Assets Disposed	15	-
<b>Gain/(Loss) on Disposal of Buildings</b>	<b>(194)</b>	<b>-</b>
<b>Plant &amp; Equipment</b>		
Proceeds from Sale of Assets	973	960
Written Down Value of Assets Disposed	(897)	(788)
<b>Gain/(Loss) on Disposal of Plant &amp; Equipment</b>	<b>76</b>	<b>172</b>
<b>Land for Resale</b>		
Proceeds from Sale of Assets	-	24
Written Down Value of Assets Disposed	-	-
<b>Gain on Disposal of Land for Resale</b>	<b>-</b>	<b>24</b>
<b>Furniture &amp; Office Equipment incl. library books</b>		
Proceeds from Sale of Assets	-	3
Written Down Value of Assets Disposed	-	-
<b>Gain on Disposal of Furniture &amp; Office Equipment incl. library books</b>	<b>-</b>	<b>3</b>
<b>Infrastructure</b>		
Proceeds from Sale of Assets	-	-
Written Down Value of Assets Disposed	(33)	-
Write back of Revaluation on Assets Disposed	22	-
<b>Gain/(Loss) on Disposal of Infrastructure</b>	<b>(11)</b>	<b>-</b>
<b>Total</b>		
Proceeds from Sale of Assets	976	987
Written Down Value of Assets Disposed	(1,105)	(788)
<b>Total Gain/(Loss) on Disposal of Property, Plant &amp; Equipment</b>	<b>(129)</b>	<b>199</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 11 NET GAIN ON DISPOSAL OF RESIDENTIAL AGED CARE FACILITIES

	<b>2014</b>
	<b>\$'000</b>
<b>Proceeds from Sale of Assets</b>	21,840
<i>Less:</i>	
Written Down Value of Land & Buildings	13,114
Written Down Value of Furniture & Equipment	1,388
Redundancy Payment	2,861
Expenses related to Sale-Divestment Cost	1,419
<b>Total Gain on Disposal of Aged Care Facilities</b>	<b>3,058</b>

The net gain on disposal of Residential Aged Care Facilities (RACF) including the proceeds received from the Purchaser less the written down value of the RACF assets and other related sale costs.

<b>Derecognition of Residential Aged Care Facilities</b>	
Derecognition of Refundable Deposits for Monash Gardens & Elizabeth Gardens hostels and nursing homes	20,575
Residential Aged Care Debtors	(1,874)
Derecognition of Monash Gardens Independent Living Units	(5,527)
<b>Total Derecognition of Residential Aged Care Facilities</b>	<b>13,174</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 12 INVESTMENTS IN ASSOCIATES 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) contracted to purchase 16.8% of all of 654-718 Clayton Road, South Clayton (Clayton Tip Site) from the City of Camberwell for \$840,069. An initial deposit of \$168,014 was paid by Council and the residual was paid in 16 equal half yearly instalments which commenced on 31 October 1988 and concluded on 30 April 1996.

In addition to the capital cost, Monash City Council under clause 2.2 of the agreement is required to either

pay 16.8% of the net operating deficit or receive 16.8% of the net operating surplus. Monash City Council's share of the operating loss for the year ended 30 June 2015 amounts to \$2.23M which has been recognised as net loss in the Comprehensive Income Statement.

The value of the investment in the Clayton 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 2015 and is included in the Balance Sheet as follows:

#### REGIONAL LANDFILL CLAYTON SOUTH JOINT OPERATION

##### Balance Sheet As at 30 June 2015

	2015 \$'000	2014 \$'000
Current Assets	13,159	16,339
Current Liabilities	(2,842)	(6,570)
Net Current Assets	10,317	9,769
Non-Current Assets	1,980	2,903
Non-Current Liabilities	(15,886)	(3,005)
<b>Net Assets</b>	<b>(3,589)</b>	<b>9,667</b>
Contribution-Re Land	1,659	1,659
Retained earnings	(5,248)	8,008
<b>Equity</b>	<b>(3,589)</b>	<b>9,667</b>
<b>Share of Monash City Council (16.8%)</b>		
<b>Movements</b>		
Share in Joint Operation Equity as at 1 July, 2014	1,624	2,540
Share of net profits/(loss) of joint operation	(2,227)	(812)
Share of Asset Revaluation Reserve of joint operation		(104)
<b>Increase/(Decrease) for the year</b>	<b>(2,227)</b>	<b>(916)</b>
<b>Share in Joint Operation Equity as at 30 June 2015</b>	<b>(603)</b>	<b>1,624</b>
<b>Represented in Council's Balance Sheet - Equity</b>		
Non-Current Assets- Investment in Joint operation Equity	2,066	2,129
Non-Current Liability- Investment in Joint operation Equity Provision for rehabilitation	2,669	505
<b>Net Assets</b>	<b>(603)</b>	<b>1,624</b>

The Joint Venture's land, land improvements and EPA licence and infrastructure were revalued at 30 June 2015 by independent valuers (C.J.Ham & Murray Pty Ltd). The Valuation was made on the basis of capitalisation of earnings before interest and tax, adjusted for restrictions in use. The revaluation decrement was debited to the Asset Revaluation Reserve to the extent that the impairment loss does not exceed the amount in the revaluation reserve then expensed to the Comprehensive Income Statement. There were no changes in valuation techniques throughout the period to 30 June 2015. For all assets measured at fair value, the current use is considered the highest and best use.

At the reporting date, the Joint Venture has recognised a provision for rehabilitation works which is measured at the present value of the joint venturers' best estimate of the costs associated with restoring the site. The Joint Venture believes that the site will be restored over a 30 year period. Restoration is expected to be complete by 2045. The provision is assessed at the end of each reporting period in order to ensure that it accurately reflects the cost of closing and restoring the site. Further costs may arise for the future after-care of the landfill site, however, at this stage, these costs are too uncertain to reliably determine. This does not reflect a 'going concern' or cash-flow issue for the Joint Venture.

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 13 (a) EMPLOYEE BENEFITS

	2015 \$'000	2014 \$'000
Salaries & Wages	54,312	58,656
WorkCover	972	1,069
Casual staff	4,684	4,414
Superannuation	5,192	5,499
Fringe Benefits Tax	259	290
Long Service Leave	1,606	1,973
Other Employee Related costs	649	531
	67,674	72,432
Less: Amounts capitalised (non-current assets constructed by Council)	(1,378)	(1,499)
<b>Total</b>	<b>66,296</b>	<b>70,933</b>

### NOTE 13 (b) SUPERANNUATION

Council made contributions to the following funds:

#### Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,191	3,263
Employer contributions - other funds	1,409	1,619
	<b>4,600</b>	<b>4,882</b>

#### Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	592	617
	<b>5,192</b>	<b>5,499</b>

Council accounts for its obligations under the defined benefit fund as if it was a defined contribution plan. The reason for this is that the fund manager, Vision Super, is unable to provide accurate information to each employer in a timely manner. Additional information about Council's exposure in relation to the defined benefit fund is detailed at note 31.

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 the Comprehensive Income Statement when they are made or become due.

#### Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive 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 2015, this was 9.5% required under Superannuation Guarantee legislation (for 2013/14, this was 9.25%)).

#### Defined Benefit

Monash City 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 Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

# Notes to the Financial Report

## For the Year Ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>NOTE 14 MATERIALS, SERVICES &amp; CONTRACTS</b>		
Materials and Services	7,640	8,647
Contract Payments	27,265	26,476
General Maintenance	2,349	2,289
Utilities	6,570	4,279
Office administration	9,824	9,214
Insurance	1,486	1,435
Consultants	1,623	1,173
Other	2,018	1,731
<b>Total</b>	<b>58,775</b>	<b>55,244</b>

### NOTE 15 DEPRECIATION

Buildings	7,429	6,823
Plant and Equipment	2,742	1,760
Furniture and Fittings	1,524	2,284
Roads & Pavements	6,138	6,140
Drains	3,232	3,177
Library Books	1,089	1,059
Bridges	20	20
Other Infrastructure	3,259	3,118
<b>Total</b>	<b>25,433</b>	<b>24,381</b>

### NOTE 16 FINANCE COSTS

Loan Interest	983	851
Other Interest	42	13
<b>Total</b>	<b>1,025</b>	<b>864</b>

### NOTE 17 OTHER EXPENSES

Audit (See Note 33)	235	240
Councillor Allowances	404	397
Lease Payments	703	761
Non-Current Asset Write-offs	-	13
<b>Total</b>	<b>1,342</b>	<b>1,411</b>

### NOTE 18 CASH & CASH EQUIVALENTS

Cash at bank	3,992	1,692
Cash on hand	18	18
Short term deposits (with a maturity date of 90 Days or less)	40,500	20,000
<b>Total</b>	<b>44,510</b>	<b>21,710</b>

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 24)	7,610	6,629
Statutory Reserve (Note 28 (b))	8,399	6,985
Total Restricted funds	16,009	13,614
<b>Total unrestricted cash and cash equivalents</b>	<b>28,501</b>	<b>8,096</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>NOTE 19 OTHER FINANCIAL ASSETS</b>		
<b>Current</b>		
Unlisted Shares- Purchasing Australia	2	2
Short term deposits (with a maturity date over 90 Days)	3,000	24,000
<b>Total</b>	<b>3,002</b>	<b>24,002</b>

## NOTE 20 TRADE & OTHER RECEIVABLES

<b>Current</b>		
Rates Receivable	3,271	2,955
	3,271	2,955
Parking Infringements	3,876	3,880
Less: Provision for Doubtful Debts	(3,261)	(3,268)
	615	612
Sundry Debtors	3,267	3,210
Less: Provision for Doubtful Debts	(15)	(42)
	3,252	3,168
<b>Total</b>	<b>7,138</b>	<b>6,735</b>

### Ageing of Sundry Debtors

The ageing of the Council's Sundry Debtors at reporting date was:

Current (not yet overdue)	3,117	2,896
Past due by up to 30 days	134	230
Past due between 31 and 180 days	16	84
<b>Total Sundry Debtors</b>	<b>3,267</b>	<b>3,210</b>

### Movement in Sundry Debtors Provision for Doubtful Debts

Balance at the beginning of the year	42	46
Provisions adjusted during the year	(27)	(4)
<b>Balance at the end of year</b>	<b>15</b>	<b>42</b>

## NOTE 21 OTHER ASSETS

Accrued Income	1,085	722
Prepayments	254	300
<b>Total</b>	<b>1,339</b>	<b>1,022</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>NOTE 22 PROPERTY, INFRASTRUCTURE, PLANT &amp; EQUIPMENT</b>		
<b>(a) Summary</b>		
at Cost	137,574	139,918
at Deemed cost	2,652	2,652
at Fair Value	3,156,608	2,672,117
	<b>3,296,834</b>	<b>2,814,687</b>
Less Accumulated Depreciation	669,911	617,519
	<b>2,626,926</b>	<b>2,197,168</b>
<b>Total</b>	<b>2,626,926</b>	<b>2,197,170</b>
<b>Land and Buildings</b>		
at Fair Value	2,157,076	1,681,584
at Cost	8,155	1,049
at Deemed cost	2,652	2,652
	<b>2,167,883</b>	<b>1,685,285</b>
Less: Accumulated Depreciation	135,054	128,033
<b>Total Land and Buildings</b>	<b>2,032,829</b>	<b>1,557,252</b>
<b>Plant and Equipment</b>		
at Cost	49,898	48,848
At Fair Value	5,556	5,556
	<b>55,454</b>	<b>54,404</b>
Less: Accumulated Depreciation	29,539	29,962
<b>Total Plant and Equipment</b>	<b>25,915</b>	<b>24,442</b>
<b>Infrastructure</b>		
At Cost	79,521	90,021
at Fair Value	993,976	984,977
	<b>1,073,497</b>	<b>1,074,998</b>
Less: Accumulated Depreciation	505,318	459,524
<b>Total Infrastructure</b>	<b>568,179</b>	<b>615,474</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 22 PROPERTY, INFRASTRUCTURE PLANT AND EQUIPMENT (Cont.)

Land and Buildings	Land - specialised		Land - non specialised		Land Under Roads		Total Land		Buildings - specialised			Buildings - non specialised			Leasehold Improvements		Total Buildings		Work In Progress		Total Property		
At fair value 1 July 2014	1,036,815	330,816	2,652	1,370,283	313,953	-	-	-	-	-	-	-	-	-	-	313,953	1,049	1,685,285	1,049	1,685,285	-	(128,033)	
Accumulated depreciation at 1 July 2014	-	-	-	-	(128,033)	-	-	-	-	-	-	-	-	-	-	(128,033)	-	-	-	-	-	-	(128,033)
	<b>1,036,815</b>	<b>330,816</b>	<b>2,652</b>	<b>1,370,283</b>	<b>185,920</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>185,920</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>185,920</b>	<b>1,049</b>	<b>1,557,252</b>	<b>1,049</b>	<b>1,557,252</b>	<b>-</b>	<b>-</b>	
<b>Movements in fair value</b>																							
Acquisition of assets at fair value	3,230	-	-	3,230	58	-	-	-	-	58	-	-	-	-	-	58	7,668	10,956	7,668	10,956	-	-	
Revaluation increments/decrements	347,360	124,902	-	472,262	(15)	-	-	-	-	(15)	-	-	-	-	-	(15)	-	472,247	-	472,247	-	-	
Fair value of assets disposed	-	-	-	-	(605)	-	-	-	-	(605)	-	-	-	-	-	(605)	-	(605)	-	(605)	-	-	
Transfers	-	-	-	-	7,448	-	-	-	-	7,448	-	-	-	-	-	7,448	(7,448)	-	(7,448)	-	-	-	
	<b>350,590</b>	<b>124,902</b>	<b>-</b>	<b>475,492</b>	<b>6,886</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,886</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,886</b>	<b>220</b>	<b>482,598</b>	<b>220</b>	<b>482,598</b>	<b>-</b>	<b>-</b>	
<b>Movements in accumulated depreciation</b>																							
Depreciation and amortisation	-	-	-	-	(7,429)	-	-	-	-	(7,429)	-	-	-	-	-	(7,429)	-	(7,429)	-	(7,429)	-	-	
Accumulated depreciation of disposals	-	-	-	-	407	-	-	-	-	407	-	-	-	-	-	407	-	407	-	407	-	-	
Transfers	-	-	-	-	1	-	-	-	-	1	-	-	-	-	-	1	-	1	-	1	-	-	
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(7,021)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(7,021)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(7,021)</b>	<b>-</b>	<b>(7,021)</b>	<b>-</b>	<b>(7,021)</b>	<b>-</b>	<b>-</b>	
At fair value 30 June 2015	1,387,405	455,718	2,652	1,845,775	320,839	-	-	-	-	320,839	-	-	-	-	-	320,839	1,269	2,167,884	1,269	2,167,884	-	(135,054)	
Accumulated depreciation at 30 June 2015	-	-	-	-	(135,054)	-	-	-	-	(135,054)	-	-	-	-	-	(135,054)	-	(135,054)	-	(135,054)	-	-	
	<b>1,387,405</b>	<b>455,718</b>	<b>2,652</b>	<b>1,845,775</b>	<b>185,785</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>185,785</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>185,785</b>	<b>1,269</b>	<b>2,032,829</b>	<b>1,269</b>	<b>2,032,829</b>	<b>-</b>	<b>-</b>	

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 22 PROPERTY, INFRASTRUCTURE PLANT AND EQUIPMENT (Cont.)

Plant and Equipment	Plant machinery and equipment	Fixtures fittings and furniture	Computers & telecomms	Library books	Work In Progress	Total plant and equipment
At fair value 1 July 2014	26,996	13,160	6,903	7,345	-	54,404
Accumulated depreciation at 1 July 2014	(15,241)	(4,614)	(5,296)	(4,811)	-	(29,962)
	<b>11,755</b>	<b>8,546</b>	<b>1,607</b>	<b>2,534</b>	-	<b>24,442</b>
<b>Movements in fair value</b>						
Acquisition of assets at fair value	4,328	954	1,089	1,161	193	7,725
Fair value of assets disposed	(2,550)	(38)	(2,458)	(1,629)	-	(6,675)
Transfers	68	(68)	-	-	-	-
	<b>1,846</b>	<b>848</b>	<b>(1,369)</b>	<b>(468)</b>	<b>193</b>	<b>1,050</b>
<b>Movements in accumulated depreciation</b>						
Depreciation and amortisation	(2,742)	(556)	(969)	(1,089)	-	(5,356)
Accumulated depreciation of disposals	1,654	38	2,458	1,629	-	5,779
Transfers	(35)	35	-	-	-	-
	<b>(1,123)</b>	<b>(483)</b>	<b>1,489</b>	<b>540</b>	-	<b>423</b>
At fair value 30 June 2015	28,841	14,008	5,534	6,877	193	55,454
Accumulated depreciation at 30 June 2015	(16,365)	(5,096)	(3,807)	(4,271)	-	(29,539)
	<b>12,476</b>	<b>8,912</b>	<b>1,727</b>	<b>2,606</b>	<b>193</b>	<b>25,914</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 22 PROPERTY, INFRASTRUCTURE PLANT AND EQUIPMENT (Cont.)

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	Infrastructure	Total
At fair value 1 July 2014	468,196	2,167	213,622	318,731	13,043	6,930	31,234	5,513	11,384	2,974	1,204	1,074,998	
Accumulated depreciation at 1 July 2014	(176,560)	(971)	(95,746)	(158,293)	(5,137)	(1,253)	(13,621)	(2,136)	(4,780)	(1,027)	-	(459,524)	
	<b>291,636</b>	<b>1,196</b>	<b>117,876</b>	<b>160,438</b>	<b>7,906</b>	<b>5,677</b>	<b>17,613</b>	<b>3,377</b>	<b>6,604</b>	<b>1,947</b>	<b>1,204</b>	<b>615,474</b>	
<b>Movements in fair value</b>													
Acquisition of assets at fair value	87	-	38	-	-	-	-	-	-	-	17,153	17,278	
Revaluation increments/decrements	(4,874)	(22)	(40,994)	27,353	-	-	-	-	-	-	-	(18,537)	
Fair value of assets disposed	-	(155)	-	-	(29)	-	-	-	(15)	(43)	-	(242)	
Transfers	3,534	167	2,819	3,307	2,714	845	1,550	-	447	1,135	(16,518)	-	
	<b>(1,253)</b>	<b>(10)</b>	<b>(38,137)</b>	<b>30,660</b>	<b>2,685</b>	<b>845</b>	<b>1,550</b>	<b>-</b>	<b>432</b>	<b>1,092</b>	<b>635</b>	<b>(1,501)</b>	
<b>Movements in accumulated depreciation</b>													
Depreciation and amortisation	(3,894)	(20)	(2,243)	(3,232)	(654)	(356)	(1,350)	(190)	(497)	(212)	-	(12,648)	
Accumulated depreciation of disposals	-	149	-	-	24	-	-	-	-	-	-	173	
Revaluation increments/decrements	(3,925)	-	(10,662)	(18,736)	-	-	-	-	-	-	-	(33,323)	
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	
	<b>(7,819)</b>	<b>129</b>	<b>(12,905)</b>	<b>(21,968)</b>	<b>(630)</b>	<b>(356)</b>	<b>(1,350)</b>	<b>(190)</b>	<b>(497)</b>	<b>(212)</b>	<b>-</b>	<b>(45,798)</b>	
At fair value 30 June 2015	466,943	2,157	175,485	349,391	15,727	7,775	32,784	5,513	11,816	4,067	1,839	1,073,497	
Accumulated depreciation at 30 June 2015	(184,379)	(842)	(108,651)	(180,261)	(5,766)	(1,609)	(14,971)	(2,326)	(5,276)	(1,238)	-	(505,318)	
	<b>282,564</b>	<b>1,315</b>	<b>66,834</b>	<b>169,130</b>	<b>9,961</b>	<b>6,166</b>	<b>17,813</b>	<b>3,187</b>	<b>6,540</b>	<b>2,829</b>	<b>1,839</b>	<b>568,179</b>	

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 22 PROPERTY, INFRASTRUCTURE PLANT AND EQUIPMENT (Cont.)

#### Valuation of land and buildings

Valuation of land was undertaken by a qualified independent valuer Jesse Cranfield of Westlink Corporation Pty Ltd (trading as Westlink Consulting)- registration no 3878. The valuation of land and buildings is at fair value, being 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.

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 2015 are as follows:

	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Land	-	455,718	-
Specialised Land	-	-	1,387,405
Buildings	-	-	185,785
<b>Total</b>	<b>-</b>	<b>455,718</b>	<b>1,573,190</b>

#### Valuation of infrastructure

Valuation of roads, footpaths and drains has been undertaken by the Manager Strategic Asset Management, Chris Lo Piccolo (B.Eng (Civil), GDip Municipal Engineering & Management, GCert Business Management).

The valuation is at fair value based on replacement cost less accumulated depreciation as at 30 June 2015.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2015 are as follows:

	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Roads	-	-	282,564
Bridges	-	-	1,315
Footpaths	-	-	66,834
Drainage	-	-	169,130
<b>Total</b>	<b>-</b>	<b>-</b>	<b>519,843</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2015

2015	2014
\$'000	\$'000

### NOTE 22 PROPERTY, INFRASTRUCTURE PLANT AND EQUIPMENT (Cont.)

**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% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$25 and \$3,098 per square metre.

1,390,057	1,039,467
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**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.

185,785	185,920
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**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.

519,843	571,146
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#### Reconciliation of specialised land

	2015	2014
	\$'000	\$'000
Land under roads	2,652	2,652
Parks and reserves and other	1,387,405	1,036,815
<b>Total specialised land</b>	<b>1,390,057</b>	<b>1,039,467</b>

### NOTE 23 TRADE & OTHER PAYABLES

Operating Payables	9,480	6,848
Capital Payables	3,799	3,826
Employee Costs	670	649
<b>Total</b>	<b>13,949</b>	<b>11,323</b>

### NOTE 24 TRUST FUNDS & DEPOSITS

Refundable Deposits	7,497	6,113
Other Refundable Deposits	113	516
<b>Total</b>	<b>7,610</b>	<b>6,629</b>

### NOTE 25 INCOME IN ADVANCE

Aquatic Facilities Membership & Learn-to-Swim	346	286
Other	148	63
<b>Total</b>	<b>494</b>	<b>349</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2015

	2015	2014
	\$'000	\$'000
<b>NOTE 26 PROVISIONS</b>		
<b>Current provisions expected to be settled within 12 months</b>		
Annual leave	3,784	3,726
Long service leave	1,139	1,749
	<b>4,923</b>	<b>5,475</b>
<b>Current provisions expected to be settled after 12 months</b>		
Annual leave	1,407	1,275
Long service leave	9,140	8,014
	<b>10,547</b>	<b>9,289</b>
<b>Total current provisions</b>	<b>15,470</b>	<b>14,764</b>
<b>Non-current</b>		
Long service leave	1,239	1,351
<b>Total Non-current provisions</b>	<b>1,239</b>	<b>1,351</b>
The following assumptions were adopted in measuring the present value of employee benefits:		
Weighted average increase in costs	3.50%	3.25%
Weighted average discount rates	2.55%	2.65%
Weighted average settlement period	2-5 Years	2-4 Years

	Annual leave \$ '000	Long service leave \$ '000	Total \$ '000
<b>2015</b>			
Balance at beginning of the financial year	(5,001)	(11,114)	(16,115)
Additional provisions	(3,637)	(1,561)	(5,198)
Amounts used	3,791	1,231	5,022
(Decrease)/Increase in the discounted amount arising because of time and the effect of any change in the discount rate	(343)	(76)	(419)
<b>Balance at the end of the financial year</b>	<b>(5,190)</b>	<b>(11,520)</b>	<b>(16,710)</b>
<b>2014</b>			
Balance at beginning of the financial year	(5,183)	(11,136)	(16,319)
Additional provisions	(4,012)	(1,772)	(5,784)
Amounts used	3,898	1,035	4,933
(Decrease)/Increase in the discounted amount arising because of time and the effect of any change in the discount rate	(278)	(200)	(478)
Sale of Residential Aged Care Facilities	574	959	1,533
<b>Balance at the end of the financial year</b>	<b>(5,001)</b>	<b>(11,114)</b>	<b>(16,115)</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2015

	2015 \$'000	2014 \$'000
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### NOTE 27 INTEREST-BEARING LOANS & BORROWINGS

#### Current

Bank loans (Secured)	-	1,700
	-	<b>1,700</b>

#### Non Current

Bank loans (Secured)	-	10,100
	-	<b>10,100</b>

<b>Total</b>	-	<b>11,800</b>
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Bank Loans are secured against the general rates of the Council.

Loan borrowings at reporting date are payable:

Not later than one year	-	1,700
Later than one year but not later than two years	-	1,700
Later than two years but not later than five years	-	8,400

<b>Total</b>	-	<b>11,800</b>
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#### Financing Arrangements

Unrestricted access was available as at the reporting date to the following lines of credit:

Total facilities		
Bank Overdraft	-	3,000
<b>Total</b>	-	<b>3,000</b>

Unused at reporting date		
Bank Overdraft	-	3,000
<b>Total</b>	-	<b>3,000</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 28 RESERVES

	Balance at beginning of reporting period \$'000	Increment/ (decrement) \$'000	Balance at end of reporting period \$'000
<b>(a) Asset revaluation reserves</b>			
<b>2015</b>			
<b>Property</b>			
Land	1,012,810	472,262	1,485,072
Buildings	62,934	(15)	62,919
<b>Infrastructure</b>			
Roads and Footpaths	138,730	(60,455)	78,275
Drainage	49,162	8,617	57,779
Other Infrastructure	8,638	(22)	8,616
<b>Other</b>			
Plant & Equipment	11	-	11
Library Books	250	-	250
Art Collection	1,978	-	1,978
	1,274,513	420,387	1,694,900
<b>Investment in Joint Arrangement (Joint Operation)</b>			
Clayton landfill	306	-	306
<b>Total Asset revaluation reserves</b>	<b>1,274,819</b>	<b>420,387</b>	<b>1,695,206</b>
<b>2014</b>			
<b>Property</b>			
Land	891,844	120,966	1,012,810
Buildings	55,126	7,808	62,934
<b>Infrastructure</b>			
Roads	138,730	-	138,730
Drains	49,162	-	49,162
Other Infrastructure	8,638	-	8,638
<b>Other</b>			
Plant & Equipment	11	-	11
Library Books	250	-	250
Art Collection	1,978	-	1,978
	1,145,739	128,774	1,274,513
<b>Investment in Joint Arrangement (Joint Operation)</b>			
Clayton landfill	410	(104)	306
<b>Total Asset revaluation reserves</b>	<b>1,146,149</b>	<b>128,670</b>	<b>1,274,819</b>

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 28 RESERVES (Cont.)

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
<b>(b) Statutory Reserve</b>				
<b>2015</b>				
Drainage Reserve	6,202	907	(626)	6,483
Parking Reserve	783	1,133	-	1,916
Public Open Space Reserve	-	3,177	(3,177)	-
<b>Total Statutory Reserves</b>	<b>6,985</b>	<b>5,217</b>	<b>(3,803)</b>	<b>8,399</b>
<b>2014</b>				
Drainage Reserve	5,634	632	(64)	6,202
Parking Reserve	592	251	(60)	783
Public Open Space Reserve	-	2,045	(2,045)	-
<b>Total Statutory Reserves</b>	<b>6,226</b>	<b>2,928</b>	<b>(2,169)</b>	<b>6,985</b>

#### **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.

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
<b>(c) Discretionary Reserves</b>				
<b>2015</b>				
Development Reserve	7,154	-	-	7,154
Debt Management Reserve	11,800	-	(11,800)	-
<b>Total Discretionary Reserves</b>	<b>18,954</b>	<b>-</b>	<b>(11,800)</b>	<b>7,154</b>
<b>2014</b>				
Development Reserve	7,161	-	(7)	7,154
Debt Management Reserve	-	15,000	(3,200)	11,800
<b>Total Discretionary Reserves</b>	<b>7,161</b>	<b>15,000</b>	<b>(3,207)</b>	<b>18,954</b>

#### **Development Reserve (formerly named the Aged Residential Care Facilities Upgrade Reserve)**

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

#### **Debt Management Reserve**

This Reserve was formed with the net proceeds of the sale of the Aged Residential Care Facilities (est. \$15M) and provides for the reduction of Council's loan portfolio. Funds have been used in 2014/15 to pay the Council debt of \$11.8M.

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 29 CONTRACTUAL COMMITMENTS

The Council has entered into the following commitments:

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
<b>2015</b>					
<b>Operating</b>					
Cleaning Services	1,485	418	70	-	1,973
Domestic Waste Collection	7,544	5,621	3,834	-	16,999
Golf Course Management	83	-	-	-	83
Other Operating Services	4,302	1,137	15	-	5,454
Printing & IT Infrastructure	731	19	-	-	750
Recycling	1,901	1,901	1,426	-	5,228
Repairs & Maintenance	2,768	955	8	-	3,731
Supply Meals/Foodstuffs	352	145	-	-	497
Utilities & Fuel	2,667	2,571	1,183	-	6,421
<b>Total Operating</b>	<b>21,833</b>	<b>12,767</b>	<b>6,536</b>	<b>-</b>	<b>41,136</b>
<b>Capital</b>					
Buildings	206	53	-	-	259
Infrastructure	1,595	105	314	105	2,119
Roads	429	157	79	-	665
<b>Total Capital</b>	<b>2,230</b>	<b>315</b>	<b>393</b>	<b>105</b>	<b>3,043</b>
<b>2014</b>					
<b>Operating</b>					
Animal Control	110	0	0	-	110
Cleaning Services	578	44	0	-	622
Domestic Waste Collection	11,854	8,067	5,710	-	25,631
Golf Course Management	155	155	0	-	310
Other Operating Services	4,217	499	326	-	5,042
Printing & Distribution	483	39	28	-	550
Recycling	2,127	2,127	4,255	-	8,509
Repairs & Maintenance	4,338	444	52	-	4,834
Supply Meals/Foodstuffs	561	200	0	-	761
Traffic & Parking	1,485	0	0	-	1,485
Utilities	1,307	92	0	-	1,399
<b>Total Operating</b>	<b>27,215</b>	<b>11,667</b>	<b>10,371</b>	<b>-</b>	<b>49,253</b>
<b>Capital</b>					
Buildings	4,725	-	-	-	4,725
Infrastructure	1,566	105	314	209	2,193
Roads	2,929	-	-	-	2,929
Other	436	-	-	-	436
<b>Total Capital</b>	<b>9,656</b>	<b>105</b>	<b>314</b>	<b>209</b>	<b>10,283</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 30 OPERATING LEASE COMMITMENTS

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council activities.

(These obligations are not recognised as liabilities)

	2015 \$'000	2014 \$'000
Not later than one year	638	628
Later than one year but not later than two years	531	672
Later than two years but not later than five years	212	708
<b>Total</b>	<b>1,381</b>	<b>2,008</b>

### NOTE 31 CONTINGENT LIABILITIES & ASSETS

#### Contingent Assets

As at 30 June 2015, there are no potential contingent assets.

#### Contingent liabilities

##### (a) Guarantees for loans to other entities

Council has guaranteed bank loans for community bodies covering development of assets on Council property. In the event of any calls, Council has the right to retain the subject assets.

	2015 Outstanding Loan Liability \$'000	2014 Outstanding Loan Liability \$'000	Guarantee Limit \$'000
Waverley Hockey Club	251	268	300
	251	268	300

##### (b) Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme to ensure that the liabilities of the fund are covered by the assets of the fund. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or the potential amount.

Monash City Council staff are members of Vision Super, a multi employer defined benefit fund with a total of 78 members. Funding of the fund is primarily through employer contributions (9.5%) and returns on investment, however Council may be required to provide additional funds should they be required. Any additional funds provided are contributed in proportion to membership of the total fund. The fund is required to target full funding of its vested benefits. The fund utilises a Vested Benefits Index (VBI) to monitor performance. The fund has set its shortfall

limit at a VBI of 97%. If the VBI falls to this level Council is likely to be required to make an additional contribution to the fund.

#### Funding arrangements

Monash City Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary.

The Fund's latest actuarial investigation was held as at 30 June 2014 and it was determined that the Vested Benefit Index (VBI) of the defined benefit category of which Council is a contributing employer was 103.4% (31 Mar 2015: 108.3%). To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns	7.5% pa
Salary information	4.25% pa
Price inflation (CPI)	2.75% pa.

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 31 CONTINGENT LIABILITIES & ASSETS (Cont.)

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 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.

#### Employer contributions

##### Regular contributions

On the basis of the results of the most recent full actuarial investigation conducted by the Fund's actuary as at 30 June 2014, 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 2015, this rate was 9.5% of members' salaries. This rate will increase in line with any increase to the Superannuation Guarantee (SG) contribution rate.

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 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%.

In the event that the Fund actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Monash City 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.

##### Latest actuarial investigation surplus amounts

The Fund's latest actuarial investigation as at 30 June 2014 identified the following in the defined benefit category of which Monash City Council is a contributing employer:

- \* A VBI surplus of \$77.1 million; and
- \* A total service liability surplus of \$236 million.

The VBI surplus means that the market value of the Fund's assets supporting the defined benefit obligations exceeds the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2014.

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.

Council was notified of the results of the actuarial investigation during January 2015.

##### Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2015 are detailed below:

Scheme	Type of scheme	Rate	2015	2014
			\$'000	\$'000
Vision Super	Defined benefits	9.50%	592	616
Vision Super	Accumulation	9.50%	3,191	3,263
Various Funds	Accumulation	9.50%	1,409	1,619

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2015.

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 32 RELATED PARTY TRANSACTIONS

(i) Names of persons holding the position of a Responsible Person at the Monash City Council during the reporting period are:

#### Councillors

From 1 July 2014 to 30 June 2015

Councillor Micaela Drieberg  
 Councillor Brian Little  
 Councillor Paul Klisaris (Mayor) (24/11/14 to current)  
 Councillor Robert Davies  
 Councillor Stephen Dimopoulos (Resigned 01/12/14)  
 Councillor Katrina Nolan  
 Councillor Geoff Lake (Mayor)(01/07/14 to 23/11/14)  
 Councillor Bill Pontikis  
 Councillor Jieh-Yung Lo  
 Councillor Stefanie Perri (elected on count back 22/12/14)  
 Councillor Theo Zographos  
 Councillor Rebecca Paterson

#### Chief Executive Officer

Andi Diamond

#### (ii) Remuneration of Responsible Persons

	2015	2014
Annualised remuneration of responsible persons were within the following bands:		
	No.	No.
\$1 - \$9,999	1	-
\$10,000 - \$19,999	1	-
\$20,000 - \$29,999	-	9
\$30,000 - \$39,999	8	-
\$50,000 - \$59,999	1	1
\$70,000 - \$79,999	1	1
\$350,000 - \$359,999	-	1
\$360,000 - \$369,999	1	-
<b>Total</b>	<b>13</b>	<b>12</b>
	\$'000	\$'000
Total Remuneration for the reporting year for Responsible Persons included above amounted to:	767	747

(iii) No retirement benefits have been made by the Council to a Responsible Person.

(iv) No loans have been made, guaranteed or secured by the Council to a Responsible Person during the reporting year.

#### (v) Other Transactions

No transactions other than remuneration payments or the reimbursement of approved expenses were entered in to by the Council with responsible persons or Related Parties of such Responsible Persons during the reporting year.

#### (vi) Senior Officers Remuneration

A Senior Officer other than a Responsible Person, is an officer of Council whose total annual remuneration exceeds \$136,000 (2013/2014 \$133,000), or if remuneration is less than \$136,000 has management responsibilities and reports directly to the Chief Executive Officer.

The number of Senior Officers, other than the Responsible Persons, are shown below in their relevant income bands:

Income Range	2015 No.	2014 No.
< \$127,000	2	1
\$127,000 - \$129,999	-	-
\$130,000 - \$139,999	2	5
\$140,000 - \$149,999	5	8
\$150,000 - \$159,999	7	3
\$160,000 - \$169,999	2	2
\$170,000 - \$179,999	3	2
\$180,000 - \$189,999	4	2
\$200,000 - \$209,999	-	-
\$210,000 - \$219,999	2	2
\$220,000 - \$229,999	-	1
\$230,000- \$239,999	1	2
\$240,000 - \$249,999	1	-
\$310,000 - \$319,999	1	-
<b>Total</b>	<b>30</b>	<b>28</b>
	\$'000	\$'000
Total Remuneration for the reporting year for Senior Officers includes all bonuses, termination payments and payments of outstanding leave which amount to :	5,007	4,685

# Notes to the Financial Report

## For the Year Ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>NOTE 33 AUDITOR'S REMUNERATION</b>		
External Audit- Victorian Auditor-General's Office	61	59
Internal Audit- PricewaterhouseCoopers (PWC)	173	181
<b>Total</b>	<b>234</b>	<b>240</b>

## NOTE 34 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)

<b>Surplus/(Deficit) for the year</b>	17,103	18,126
Depreciation	25,433	24,381
Net Gain on disposal of Property, Infrastructure, Plant and Equipment	129	(7,524)
Non-Current Assets Written off	-	13
Developer contributions of Land Under roads	(3,230)	(135)
Developer contributions of Infrastructure	(125)	-
Art Donation	(120)	(320)
<b>Change in operating assets and liabilities</b>		
(Increase)/Decrease in Receivables	(475)	(531)
Decrease/(Increase) in Prepayments	46	(113)
Increase/(Decrease) in Current Refundable Deposits	851	(15,484)
Increase/(Decrease) in Other Liabilities	14	2,787
Decrease in Investments	2,235	916
Increase/(Decrease) in Payables	2,038	635
Increase/(Decrease) in Current Provisions	1,342	(1,062)
(Decrease)/Increase in Non Current Provisions	(112)	66
<b>Net cash provided by/ (used in) operating activities</b>	<b>45,130</b>	<b>21,754</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 35 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 Note 1 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 our 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. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us 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 rate.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. 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 us to make a financial loss. We have exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk:

- » we have a policy for establishing credit limits for the entities we deal with
- » we may require collateral where appropriate
- » we only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

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.

We may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in note 31.

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.

# Notes to the Financial Report

## For the Year Ended 30 June 2015

### NOTE 35 FINANCIAL INSTRUMENTS (Cont.)

#### (d) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements, we will not have sufficient funds to settle a transaction when required and we 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
- » 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 in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 31, 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. Details of the maturity profile for borrowings are disclosed at Note 27.

#### (e) Fair value

Unless otherwise stated, the carrying amount of financial instruments reflect their fair value.

##### ***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.

#### (f) 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% and -1% in market interest rates (AUD) from year-end rates of 2%.

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.

### NOTE 36 EVENTS OCCURRING AFTER BALANCE DATE

No matters have occurred after balance date that require disclosure in the financial report.

## CERTIFICATION OF THE FINANCIAL REPORT

In my opinion the accompanying financial statements have been prepared in accordance with the Local Government Act 1989, the Local Government (Planning and Reporting) Regulations 2014, Australian Accounting Standards and other mandatory professional reporting requirements.



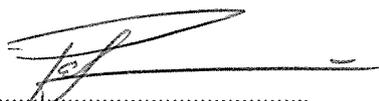
Principal Accounting Officer  
**Daniel Wain CPA**

Dated: 25 August 2015

In our opinion the accompanying financial report presents fairly the financial transactions of Monash City Council for the year ended 30 June 2015 and the financial position of the Council as of that date.

As at the date of signing, we are not aware of any circumstance which 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 2014 to certify the financial statements in their final form.



Mayor  
**Paul Klisaris**



Councillor  
**Geoff Lake**



Acting Chief Executive Officer  
**Julie Salomon**

Dated: 25 August 2015

## INDEPENDENT AUDITOR'S REPORT

### To the Councillors, Monash City Council

#### *The Financial Report*

The accompanying financial report for the year ended 30 June 2015 of the Monash City Council which comprises the comprehensive income statement, balance sheet, statement of changes in equity, statement of cash flows, statement of capital works, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial statements has been audited.

#### *The Councillors' Responsibility for the Financial Report*

The Councillors of the Monash City Council are responsible for the preparation and the fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

The Councillors are responsible for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

As required by the *Audit Act 1994* and the *Local Government Act 1989*, my responsibility is to express an opinion on the financial report based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report 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 entity's internal control.

An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

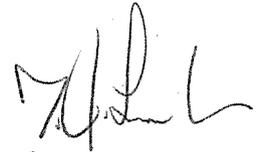
## Independent Auditor's Report (continued)

### *Independence*

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

### *Opinion*

In my opinion the financial report presents fairly, in all material respects, the financial position of the Monash City Council as at 30 June 2015 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.



John Doyle  
Auditor-General

MELBOURNE  
31 August 2015

# Section Seven

Other Information



# GLOSSARY

<b>Act</b>	means the Local Government Act 1989
<b>Annual report</b>	means a report of Council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited Performance Statement
<b>Australian Accounting Standards (AAS)</b>	means the accounting standards published by the Australian Accounting Standards Board
<b>Better practice</b>	means that in the absence of legislation or a relevant Australian Accounting Standard this commentary is considered by Local Government Victoria to reflect better practice reporting
<b>Budget</b>	means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the Council Plan
<b>Council Plan</b>	means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources, reflecting the vision and aspirations of the community for the next four years
<b>Financial statements</b>	means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and statement of capital works, included in the annual report
<b>Financial year</b>	means the period of 12 months ending on 30 June each year
<b>Minister</b>	means the Minister for Local Government
<b>Performance Statement</b>	means a statement including the results of the prescribed service outcome indicators, financial performance indicators, and sustainable capacity indicators for the financial year and included in the annual report
<b>Planning and accountability framework</b>	means the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
<b>Principal accounting officer</b>	means the person designated by a Council to be responsible for the financial management of the Council
<b>Regulations</b>	means the Local Government (Planning and Reporting) Regulations 2014
<b>Report of operations</b>	means a report containing a description of the operations of the Council during the financial year and included in the annual report
<b>Strategic Resource Plan</b>	means a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the Council Plan. Is also referred to as the long term financial plan.



CITY OF  
**MONASH**

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**Monash Civic Centre**

293 Springvale Road  
Glen Waverley, 3150  
Hours: 8.30am to 5pm  
Monday to Friday

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**Oakleigh Service Centre**

3 Atherton Road  
Oakleigh, 3166  
Hours: 8.45am to 5pm  
Monday to Friday

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Telephone	Facsimile
9518 3555	9518 3444

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National Relay Service (for people with  
hearing or speech impairments)

1800 555 660  
mail@monash.vic.gov.au  
www.monash.vic.gov.au



**Language Assist  
Directory**

العربية	9321 5480
廣東話	9321 5481
Ελληνικά	9321 5482
Italiano	9321 5483
한국어	9321 5484
普通话	9321 5485
русском	9321 5486
Việt Ngữ	9321 5487
Other languages	9321 5488