



CITY OF
MONASH

Annual Report 2015/16



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Cover picture: Children at a new playspace in Reg Harris Reserve (Oakleigh East)

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Section One

Highlights





Welcome

Monash Council is pleased to present our 2015/16 Annual Report which outlines our operations and achievements for this financial year.

Like all Victorian councils, we are required to prepare our Annual Report in accordance with the Local Government Act 1989, and submit it to the Minister for Local Government by 30 September 2016, as we have done.

This Annual Report documents our progress towards meeting the objectives that we established in our Council Plan 2013-2017, as well as information on our finances, governance, and our organisation.

We regard our Annual Report as an opportunity to report back openly and honestly to our community on our performance.

At the time of presenting this report, we are in a Council election period. During this period, we need to avoid all perceptions that Councillors are being promoted. Hence, there is no Mayor's Message in this report, nor are there photos of Councillors.

Your feedback is important so if you have any questions or comments about this report, please contact Jo Robertson, Senior Communications Coordinator, on 9518 3618 or email joanner@monash.vic.gov.au

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

Section 1 Highlights (page 4 to 45)

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; CEO's Message; and a financial overview of our operations.

Section 2 Governance (page 46 to 63)

Information about Governance as part of our commitment to ensure that all of our operations are open, transparent and accountable.

Section 3 Our Council (page 64 to 73)

General information about Monash; our Councillors; staff numbers; organisation structure; equal opportunity; training and development; and occupational health and safety.

Section 4 Our Performance (page 74 to 123)

Details how we have met our four key Strategic Directions and Our Principles, as 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. This section also includes a summary of Key Capital Works projects.

Section 5 Official Statements (page 124 to 135)

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

Section 6 Financials (page 136 to 183)

Detailed account of our finances for the year and the Auditor-General's report on our financial statements.

Our Profile

Monash is one of Melbourne's most populous municipalities with an estimated residential population of 187,286 (Australian Bureau of Statistics estimate, 2015).

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, Wheelers Hill and parts of Chadstone, Burwood and Oakleigh South. We are located between 13 and 24 kilometres south-east of the Melbourne Central Business District.

We are a culturally diverse community with 45% of our residents born overseas, and 39.2% coming from a non-English speaking background.

The median age of our residents is 38 years, two years older than for Greater Melbourne. We have a higher percentage of residents aged over 64 years (17%) compared with Greater Melbourne (13%). Just over 16% of our residents are aged 15-24 years compared to 13.8% in Greater Melbourne.

A total of 78,331 of our residents are employed, 62% are in full-time work and 36% work part-time, and around 16% take public transport to work, 2% higher than in Greater Melbourne. Our community is generally well educated with 30% of people having a bachelor or higher degree, 6% higher than for Greater Melbourne.

These figures are from the 2011 Census – we are hoping to receive updated figures next year from the 2016 Census.

Indigenous Acknowledgement

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

Our Vision for Monash

An inviting City, diverse and alive with activity, designed for a bright future where the community is actively encouraged to participate in the cultural, social, environmental and economic growth of our City.

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 six core values:

- » **Achieving through Leadership** - Direction and purpose aligned to Council's vision and mission
- » **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 undertaken public and professional duties.

Interesting statistics for 2015/16

- » \$29.5 million was spent on 373 capital works projects
- » \$2.6 million was provided through Council's Community Grants program
- » 924 instances of graffiti were removed from Council property
- » 3,985 residents accessed our Home and Community Care program
- » 119,105 trees, shrubs and ground covers were planted
- » 66,181 tonnes of waste (garbage, recycling and green waste) collected
- » 1,899,834 library items borrowed and online transactions
- » 1,592,738 people attended our leisure & aquatic facilities
- » 47,550 people attended festivals and events staged by Council
- » 21 listening posts were held to hear residents' ideas for improving their neighbourhoods
- » 175 playgrounds and 82 sportgrounds were maintained
- » 1,550km of on-road pathways and 49km of off-road pathways was maintained
- » 1,200km of underground pipes and 42,000 stormwater pits was maintained
- » 175,114 calls answered by our customer service team
- » 19,600m² or 14.5km of footpath was replaced
- » 2,082 planning applications was received
- » 64,879 rounds of golf were played at our two courses in Glen Waverley and Oakleigh.

Performance Highlights for 2015/16

Council set six Major Initiatives in its Council Plan in 2015/16. Of the six initiatives, five were completed and one was still progressing at the end of the financial year.

We also set 12 key Capital Works projects in 2015/16 and of these we completed 11, with the remaining project 95% complete at 30 June 2016.

Below is a full list of our Major Initiatives and the result of each, along with six highlights of the key Capital Works Projects. The full list of key Capital Works Projects can be found on page 123.

Major Initiative	Direction/Our Principle	Result
Develop stage two of the Public Open Space Strategy to determine a direction for the future needs, provision, design and management of public open space.	Direction 1 Ensuring our City has inviting places and spaces	Progressing. Council has started developing the strategy, with research and the first stage of community consultation completed. Further community consultation will occur in 2016/17. For more details, see page 77.
Progress the Expression of Interest for the development of Council land bounded by Springvale Road, Coleman Parade, Kingsway and Railway Parade North in Glen Waverley including investigating community needs for possible inclusion of a community hub on part of the land.	Direction 1 Ensuring our City has inviting places and spaces	Complete. We've sought Expressions of Interest from suitable developers interested in purchasing and developing the site. Twenty responses were received and in March 2016 Council developed a shortlist of five developers and invited those companies to submit detailed proposals for the site. The developers' detailed proposals are expected to be considered by Council in 2017. For more details, see page 81.
Develop community plans to strengthen the community and build community capacity in the following localities: 1. Oakleigh 2. Ashwood/Chadstone.	Direction 3 Fostering confident and connected communities	The Oakleigh community action plan was launched in February 2016 after community consultation in late 2015. The Ashwood and Chadstone community action plan was endorsed by Council at its June 2016 meeting and launched at Batesford Hub on 25 July 2016. For more details, see page 102.
Develop and present to Council for adoption a new Council 'Sustainability Strategy'.	Direction 4 Taking action for our future	Complete. The Environmental Sustainability Strategy 2016-2026 was adopted by Council at its March 2016 meeting. It sets out Council's environmental goals for the next 10 years, providing realistic but bold directions and actions required to integrate sustainability practices into Council operations, community programs and services. For more details, see page 105.

Major Initiative	Direction/Our Principle	Result
Minimum 90% of agreed Capital Works delivered annually.	Our Principles Progressive governance and strong leadership	Complete. This target was achieved, with 90.3% of the Capital Works program being delivered in 2015/16. A total of \$29.5 million was spent on delivering 373 capital works projects. For more details, see page 16.
Appoint the successful tenderer and commence implementation of the new Electronic Document Management System (EDMS).	Our Principles Progressive governance and strong leadership	Complete. A successful tenderer was appointed during 2015/16 and implementation has commenced. The EDMS is a new records management system to store and manage records and documents, making it simpler to find and share documents across the organisation and with the public. For more details, see page 117.

Snapshot of key Capital Works Projects

For more information on our capital works program, see pages 16 and 17.

Capital Works Project	Result
Implement works identified in Council's Walking and Cycling Strategy with a focus on Scotchmans Creek Trail (between Warrigal Road & Drummond Street, Chadstone) and Dandenong Creek Trail (behind Oliver Court, Mulgrave).	Complete. The Dandenong Creek Trail and Scotchmans Creek Trail upgrade sections for 2015/16 were completed in March 2016.
Undertake improvements to specified playgrounds in 2015/16.	Complete. Eight playgrounds were upgraded over the 12 month period.
Upgrade community halls in line with budget provisions for 2015/16.	Complete. All works completed by 30 June 2016.
Maintain and refurbish footpaths as per the 2015/16 program.	Complete. Our annual footpath renewal program was completed. Significant areas of footpath were replaced in the final quarter of the financial year, with the entire budget allocation expended.
Conduct the road resurfacing, kerb and channel replacement program for 2015/16.	Complete. The 2015/16 resurfacing program was completed in April 2016. Additional works to the value of \$500,000 were completed between April and June 2016.
Implement car park improvement works for 2015/16 with a focus on an extension of the car park and the resurfacing of the gravel car park at the Monash Aquatic and Recreation Centre, Glen Waverley.	Complete. The sealing of the gravel section of the MARC car park was completed in June 2016 after being delayed from early 2016 to work in with school carnivals at MARC.



Where the \$\$\$ Go

Council collected \$109 million in rates in 2015/16.

This is a breakdown of how Monash Council allocated funds, for every \$100 allocated. Please note: some of these service areas also receive income (fees, grants etc) which is not accounted for in the figures used here.



\$8.37
CHILDREN, YOUTH &
FAMILY SERVICES

\$4.99
LOCAL LAWS,
SCHOOL CROSSINGS &
FOOD INSPECTIONS

\$3.07
GOVERNANCE &
ADMINISTRATION



\$6.67
PLANNING &
BUILDING PERMITS,
ECONOMIC & URBAN
DEVELOPMENT

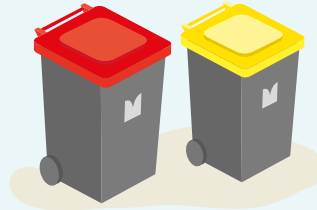
\$2.37
PROPERTY MAINTENANCE
& INSURANCE

\$14.1
RECREATION



\$7.23

AGED &
DISABILITY SERVICES

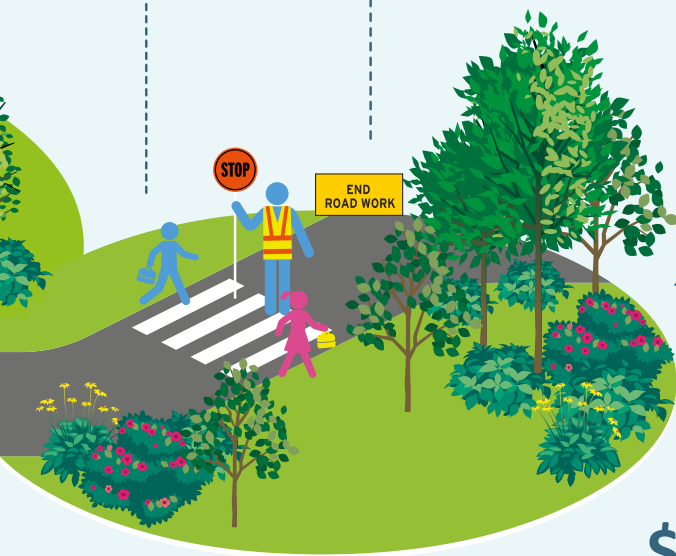


\$15.31

WASTE COLLECTION,
STREET & PUBLIC
FACILITIES CLEANING

\$18.02

BUILDINGS, ROADS,
FOOTPATHS & DRAINAGE



\$8.13

PARKS & SPORTS
GROUNDS
MAINTENANCE

\$6.54

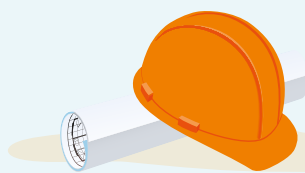


LIBRARIES, ARTS & CULTURE



22

RECREATION & AQUATIC CENTRES



\$5.08

ENGINEERING & TRAFFIC MANAGEMENT

CEO'S Message



I'm pleased to present our Annual Report on Council's performance over the past 12 months to the community.

This year has been one of strong achievements and improvements in Monash. We have celebrated the delivery of significant projects and engaged with our community on many different issues, to help shape the future direction of Monash.

Financially we are in a solid position being debt-free with no debt servicing costs for the first time in our 21 year history. Being debt-free is a wonderful position to be in as we no longer have to pay off loan interest and can instead use these funds to improve facilities and infrastructure for the community.

One of our biggest undertakings for the year was consultation around new residential zones in Monash. This was an important discussion to have with the community and we held two rounds of consultation to get it right. Our proposed changes aim to get the balance right between protecting the 'garden city' character so highly valued by our community while also allowing people the flexibility to redevelop their properties. We're grateful to everyone who took the time to tell us what mattered to them. As at September 2016, an independent planning panel is reviewing our proposals and is expected to provide a report (with recommendations) to Council before Christmas.

A highlight for the year were the results Council received in the 2016 Local Government Community Satisfaction Survey which was conducted from 1 February to 30 March 2016.

This random phone survey of 400 Monash residents aged 18 plus is coordinated by the State Government (but funded by participating councils) and conducted by an independent research company.

It was with great satisfaction that the results showed Monash has improved significantly from where we were at two years ago when our community sent us a clear message that we needed to do better.

We've really sought to be an organisation where nothing our community asks of us is put in the "too

hard” basket. Instead, we’ve tried to get out into local neighbourhoods, find out about the issues and look at how we can help: whether that is adding an extra bit of equipment into a playground, taking up an issue to do with traffic lights with VicRoads or running a campaign to clear footpaths of overhanging vegetation.

We might not always be able to do everything our community asks of us but we can certainly make things better.

We will continue to work hard to expand our communications, to undertake genuine community consultation and to provide excellent customer service.

This year, we undertook our biggest ever program of upgrades to children’s playspaces. Eight playspaces were upgraded at a total cost of \$1.85 million. A highlight for the year was the official opening of our fantastic new playspace at Valley Reserve. This state-of-the-art playspace has been a huge hit with families in Monash and beyond and we were thrilled when it won Victoria’s best new major playspace (in the above \$500,000 category) in the prestigious Parks and Leisure Australia awards. The playspace will now be a contender against other state winners in the national Parks and Leisure Australia awards in October.

Our Age Friendly Plan, adopted this year, is a great example of the community and Council working together. We now have an Age Friendly Plan that will guide us to meet the future needs of our older residents. This year Monash was declared an Age Friendly City by the World Health Organisation. We are one of only seven Victorian municipalities to receive this accolade and it wouldn’t have happened without the support and work of many of our older residents who became our

Age Friendly Ambassadors. They have worked alongside us for the past two years meeting older residents and talking to them about how we could improve Monash to meet their needs.

Looking ahead, we will continue to focus on improving infrastructure and upgrading local neighbourhoods. Our 2016/17 budget will see Council spend more than \$44 million on improving community infrastructure – our largest ever capital works allocation – while still keeping our rates the lowest in Victoria. By June 2017, we hope to have completed this year’s biggest infrastructure project, the upgrade of the Atkinson Street car park boosting desperately needed car parking in Oakleigh by 195 spaces.

There will be an extra \$1 million spent on upgrading footpaths (compared with last year’s budget) and we’ll continue to upgrade our playgrounds, reserves and sports pavilions.

We hope you agree that Monash is a fabulous place to live in, work in or visit, and that there are exciting times ahead. I look forward to what we can achieve together in 2016/17.



Andi Diamond

Chief Executive Officer

Financial Summary

Council has returned an operating surplus of \$21.6 million, an increase of \$4.5 million from the 2014/15 result of \$17.1 million. We maintained a debt free status and a positive Working Capital Ratio at 193%.

Operating Position

Council's comprehensive result of \$248.9 million is a reduction on the previous year's result of \$437.5 million. This result includes other comprehensive income of \$227.3 million related to revaluation of building assets, which is due mainly to the bi-annual revaluation of Council's buildings. Council's year-end operating surplus of \$21.6 million (before the revaluation increment) is \$10.02 million better than the budgeted position of \$11.62 million.

- » higher than budgeted interest income (\$0.719 million) is related to higher than anticipated funds on deposit
- » other revenue is higher than budget (\$0.659 million) due mainly to a refund of carbon tax from Transpacific Industries Group (\$0.221 million)
- » profit from sale of assets (\$0.290 million).

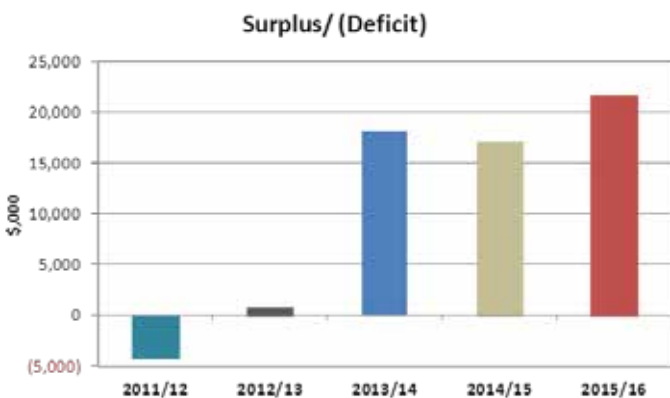
Additional non-cash revenues and savings (\$1.788 million):

- » unbudgeted non-monetary contributions received are developer contributions that are non-cash related and include land and infrastructure (\$0.938 million)
- » lower than budgeted depreciation charge (\$0.600 million)
- » adjustment for the Clayton Landfill Asset Rehabilitation (\$0.250 million).

The increased revenue/savings are offset by the following negative budget variances (\$1.84 million):

- » reduction in Operating Grant income (\$0.924 million) mostly attributable to 2015/16 Victorian Grants Commission grants paid in June 2015 (\$1.8 million)
- » employee costs higher than budget (\$0.467 million); this figure includes a balance day adjustment for leave entitlements (\$0.115 million) and redundancy payments (\$0.400 million)
- » Materials & Services & Contract (MS&C) higher than budget (\$0.453 million). The MS&C expenditure category includes contract payments, general maintenance, utilities, office administration, insurances, and consulting costs.

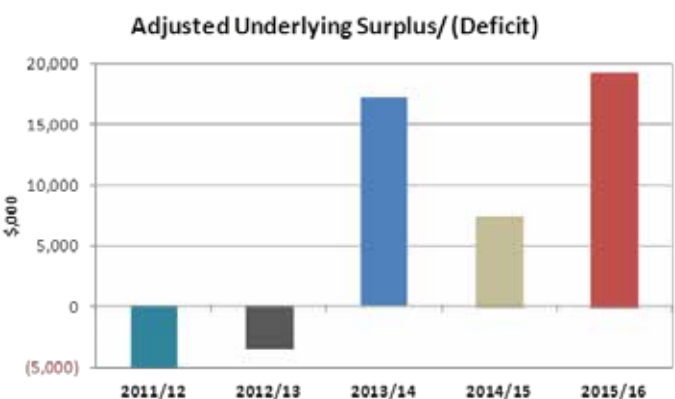
The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a surplus of \$19.2 million.



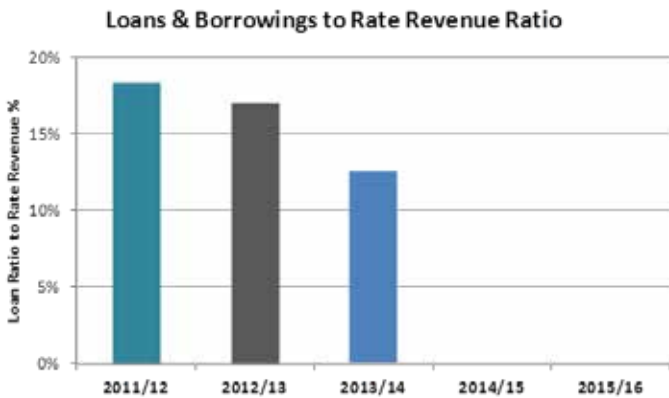
Highlights & Variances

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

- » higher than anticipated Public Open Space, Drainage and Parking Scheme contributions (\$4.83 million)
- » capital grants (\$0.945 million) are higher than budgeted due to a combination of unbudgeted funding and funding received in advance related to capital projects for sports pavilions
- » supplementary rates (\$0.592 million) due to increased subdivision development
- » statutory fees and fines (\$0.997 million), predominantly from infringements (\$0.144 million), court recovered fines (\$0.311 million) and town planning fees (\$0.525 million)
- » user fees are higher than budget (\$1.039 million) including building services (\$0.447 million) due to the increased level of development in the municipality and external income at the Waste Transfer Station (\$0.377 million)



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



Liquidity

Our cash position has improved from a funds balance of \$47.5 million in 2014/15 to \$66.7 million in 2015/16. Council has also maintained a positive Working Capital Ratio (WCR) at 193%.

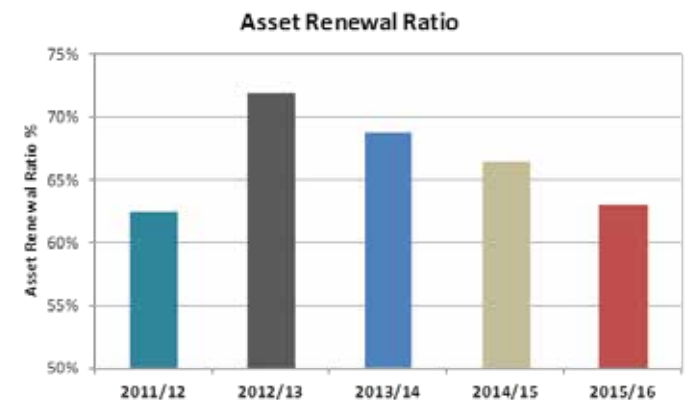
Council's long-term target is to maintain the WCR above 150%. A WCR above 150% indicates that there are no immediate issues with repaying short-term liabilities as they fall due. The WCR measures the ability to pay existing liabilities within the next 12 months e.g. a ratio higher than 100% means there 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 renewal capital works from recurrent revenue sources, capital subsidies and cash reserves. To bridge the infrastructure gap, Council invested \$25.5 million in renewal and upgrade works during the 2015/16 year.

Council's Asset Renewal Ratio, which is measured by comparing asset renewal expenditure to depreciation, was 63% 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 infrastructure.



Stability and Efficiency

In 2015/16, 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 \$109 million from general rate revenue which included \$1.69 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 \$1,330 compares favourably to councils in the metropolitan area. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 63.44% for the 2015/16 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 revenue to fund on-going services.

Capital Works Overview

Council completed capital works to the value of \$29.5 million in 2015/16 against the adopted capital works budget of \$31.09 million. A total of 90.3% of the capital works program was completed (compared to the adjusted capital program) which met 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, and buildings such as libraries, leisure centres and child care centres.

Below is an overview of expenditure and details of some of the major projects delivered in 2015/16:

Property (\$4.13M)

Buildings and Building Improvements

- » Works across Council's many sporting pavilions (\$1.78 million), which included completion of Ashwood Reserve Pavilion (\$486,000) and Capital Reserve Pavilion (\$453,000), both of which commenced in 2014/15. New projects included upgrading the Freeway Reserve Pavilion so it includes female friendly facilities (\$379,000) along with designs for Argyle Pavilion and Central Reserve South Pavilion
- » Various projects were completed at aquatic and recreation centres which include lighting renewal (\$86,000), pool cover reels (\$50,000) and an upgrade to the passenger lift (\$75,000) at the Monash Aquatic & Recreation Centre in addition to refurbishment works at the Oakleigh Recreation Centre dive pool (\$54,000)
- » Spending on community centres (\$397,000), with upgrade works completed at Fregon Hall (\$186,000) and design works undertaken for the Electra Community Centre
- » Starting construction of new public toilets in Chester Street, Oakleigh (\$194,000)
- » Works to make various community facilities easier for people of all abilities to access. These works occurred at Glen Waverley Library, Monash Civic Centre, Oakleigh Recreation Centre and Batesford Hub. There were also several access paths created near playgrounds and several footpath kerb ramps were replaced (total cost \$394,000)
- » Total expenditure on Early Childhood & Maternal and Child Health Centres refurbishment (\$123,000)
- » Total spending on major civic buildings (\$214,000), Neighbourhood Houses (\$90,000) which included amenity refurbishment at Wadham House (\$34,000)
- » Minor building works for libraries and the replacement of the café decking at Monash Gallery of Art (\$106,000).

Plant and Equipment (\$7.44M)

Plant, machinery and equipment (\$2.99M)

- » Replacement of construction and maintenance plant and tools and light fleet (\$2.5 million)
- » Miscellaneous equipment across Council's facilities (\$127,000)
- » Replacement of aquatic centre plant and equipment (\$115,000)
- » Art acquisition program (\$99,000)
- » Purchase of an organics compactor for the Waste Transfer Station (\$78,000).

Fixtures, fittings and furniture (\$46,000)

- » Library Furniture and Fittings renewal (\$46,000).

Computers and telecommunications (\$3.18M)

- » Major upgrades of computer equipment and software (\$1.5 million)
- » Continuation of delivery of the Electronic Document Management System (EDMS) project to be delivered across three financial years (\$1.49 million).

Library books (\$1.22M)

- » Purchase of library books/library collections (\$1.22 million).

Infrastructure (\$17.91M)

Roads (\$4.18M)

- » Completion of the Local Road Resurfacing Program including replacement of kerb and channel (\$1.68 million)
- » Local Road Reconstruction Program including works in Aloomba Street, Chadstone (\$408,000), Moller Street, Oakleigh (\$475,000) and Lever Street, Oakleigh (\$169,000). These reconstructions were funded by the Federal Government and Council

- » Concrete road reconstruction in Mount Waverley including in Virginia Street (\$215,000), Pall Mall (\$100,000), Beverley Grove (\$162,000), Winbourne Road (\$120,000) and Woodstock Road (\$58,000) substantially funded by the Federal Government
- » Local Area Traffic Management works including upgrades to various traffic islands (\$49,000); roundabout works in Brandon Park Drive and Mackellar Avenue, Wheelers Hill (\$58,000); mini-roundabouts in Ranfurly Drive, Dion Road and Botanic Drive, Glen Waverley (\$80,000) and t-intersection works in Haughton Road and Robinson Street, Clayton (\$104,000) and Whites Lane at Botanic Drive, Glen Waverley (\$33,000).

Footpaths and cycleways (\$3.08M)

- » Footpath replacement, renewal and upgrade programs across Monash (\$2.3 million)
- » Bicycle network upgrades including Scotchmans Creek Trail - Huntingdale Road to Stamford Avenue, Oakleigh (\$173,000) and the shared path between Warrigal Road and Drummond Street, Chadstone (\$131,000). Works were also completed on the Dandenong Creek shared path between Oliver Court and Royal Oak Court in Mulgrave (\$108,000)
- » Construction of new footpaths in Southern Reserve, Mulgrave (\$122,000).

Drainage (\$2.08M)

- » Strategic drainage works included commencement of works in Stocks Road, Mount Waverley (\$395,000) which will continue into 2016/17. This has been partially funded from the Private Developer Contribution Program – Damper Creek catchment (\$278,000). Other strategic drainage projects were in Sadie Street, Mount Waverley (\$159,000) and Bengal Crescent, Mount Waverley (\$106,000)
- » Upgrade of drainage funded through the Private Development Contribution Program within the Scotchmans Creek catchment at Gould Court/Dean Avenue, Mount Waverley (\$108,000) and within the Winbirra Parade catchment at Melinga Crescent, Chadstone (\$111,000)
- » Local drainage works in Charlton Street, Mount Waverley (\$138,000), Erskine Crescent, Wheelers Hill (\$83,000), Farquharson Street, Mount Waverley (\$243,000) and Riley Street, Oakleigh South (\$183,000)
- » Urgent drainage works in Baily Street, Mount Waverley (\$58,000), Campbell Street/Grantley Drive, Glen Waverley (\$62,000) and Lawrence Road, Mount Waverley (\$68,000).

Recreational leisure and community facilities (\$4.37M)

- » Playground upgrades/renewal works were completed at Waverley Women's Sports Centre, Wheelers Hill; Reg Harris Reserve, Oakleigh East; Tally Ho Reserve, Mount

Waverley; Viewpoint Avenue Reserve, Glen Waverley; and other areas. Fitness equipment was also installed in Freeway Reserve, Mulgrave, and Jingella Reserve, Ashwood (total expenditure \$1.15 million)

- » General reserve improvement works including works at Oakleigh and Glen Waverley golf courses; improvements to passive recreation reserves, creek and wetland works; shade sail replacement, and cricket nets and wicket covers (\$1.07 million)
- » Continuation of works at Valley Reserve, Mount Waverley including upgrades to the toilets and car park (\$704,000)
- » Sports ground lighting installation at Jordan Reserve, Glen Waverley North Reserve, Wellington and Glenvale Tennis Clubs and commencement of works at Waverley Women's Sports Centre, Princes Highway and Central Reserve South which will continue into 2016/17 (\$610,000)
- » Sports ground upgrade works including replacement of bowling surfaces at Mount Waverley and Oakleigh, and upgrades to the grounds at Capital Reserve Sportsground and Brandon Park Sportsground (\$581,000)
- » Upgrade to the South Eastern BMX Track (Oakleigh South) start hill including landscape and other improvements (\$176,000).

Waste management (\$261,000)

- » Replacement of big bins and litter bins (\$261,000).

Parks, open space and streetscapes (\$1.07M)

- » Locality signs and street furniture totalling \$366,000 including in Valley Reserve, Mount Waverley (\$170,000)
- » Completion of the Clayton Laneways upgrade (\$358,000)
- » Pinewood Mini Square and Laneway Resurfacing (\$120,000)
- » Festive season decorations program (\$101,000).

Off street car parks (\$427,000)

- » Works were completed at Hanover Street Oakleigh (\$214,000) and the gravel car park at the Monash Aquatic and Recreation Centre (\$158,000)
- » Design and preparation for the Atkinson Street Multi level car park to be constructed in 2016/17 (\$50,000).

Other infrastructure (\$2.45M)

- » Retaining wall renewal/reconstruction (\$115,000)
- » Bus shelters/accessibility improvements (\$84,000)
- » Project management and supervision across the entire capital works program which has been re-allocated and capitalised to individual projects.

Major Projects

Achieving a Debt Free Status

Monash started 2015/16 in a solid financial position being debt-free for the first time in our 21 years as a municipality.

Through good financial management and using proceeds from the sale of local aged care facilities, Council paid off a debt of \$11.8 million in June 2015. This debt-free position is wonderful for our community as Council no longer has to spend approximately \$850,000 per annum paying interest on debt.

New Residential Zones for Monash

In June 2015, Council started a major consultation to seek community feedback on proposed changes to residential zones in Monash. The changes aim to protect and enhance the 'garden city' character of Monash. They identify areas where there should be limited redevelopment and areas where increased housing density is considered to be appropriate (generally in and around the Glen Waverley and Clayton activity centres).

By September 2015, more than 1,000 people had provided feedback to Council through submissions and at 15 community information sessions. At its October 2015 meeting, Council considered a report on the key issues raised by the community and decided to defer making a decision on the changes pending further community consultation and an independent review.

At the start of 2016, Council undertook another round of community consultation through an online forum and three community sessions. Hundreds of people participated in the online forum making 1,002 comments and asking 540 questions. The in-person community forums were also well attended.

In March, Council changed some of its original proposals, responding to feedback that the measures would place too much restriction on people's abilities to redevelop their properties. The changes aimed to achieve a middle ground so Monash's 'garden city' character is retained, while at the same time property owners have the flexibility to redevelop their properties.

In May 2016, Council referred the proposed changes to an independent planning panel for review. Everyone who made a submission to Council about the proposed changes (also known as Amendment C125 to the Monash Planning Scheme) has been invited to speak at the panel hearing which will be held in September and October 2016. The panel is expected to provide its report (and recommendations) to Council by Christmas.

We're an 'Age Friendly City'

Monash was declared an 'Age Friendly City' by the World Health Organisation in February 2016. We are one of only seven Victorian municipalities to receive this distinction. Age Friendly cities are places where older people live safely, enjoy good health, and stay involved in local activities.

We qualified to become an Age Friendly City after Council and our older residents worked together for two years to develop a long-term Age Friendly Monash plan. Some older residents volunteered as Age Friendly Ambassadors and met with other older residents to find out what they thought the plan's actions and priorities should be.



Some of the actions in the 2015-2019 Age Friendly Monash Plan include:

- » Establishing a working group to investigate the issues and barriers older residents face when parking in Monash and to consider all possible solutions
- » Improving and increasing the number of 'places to rest' in public areas
- » Promoting government incentives for employing seniors to Monash employers
- » Creating opportunities for people to support each other, such as younger people teaching older people how to use technological devices.

As part of the Age Friendly process, ambassadors are actively involved in the implementation and evaluation of the plan.

Landslip in Mount Waverley

In mid-July 2015, there were two landslips on a building site at the corner of Highbury and Huntingdale Roads, Mount Waverley. Council worked closely with Glen Waverley Police to manage this emergency so no one was injured. Twelve residents from two adjoining townhouses were evacuated safely and Council liaised with the Salvation Army and Uniting Care Harrison to ensure the young people had funding for food and other essentials and received assistance in finding other accommodation.

It took nearly four weeks for the site's owner/builder to stabilise and backfill the site with approved fill material. During this time, Council and the police convened regular community meetings to keep local residents updated and to answer their questions.

The building permit for the site had been issued by a private building surveyor not a Council building surveyor. The private surveyor was responsible for ensuring any works at the site met the conditions and specifications of the building permit and that the works were consistent with the planning permit.

The Victorian Building Authority (VBA) investigated why the landslips occurred. In March 2016, the VBA referred four people involved in excavation works at the construction site to a professional inquiry. It "found evidence to support multiple allegations against each of the four practitioners involved in the excavation work at the site, including that each committed multiple breaches of the Act and the Building Regulations 2006 and failed to perform his duties as a registered building practitioner in a competent manner and to a professional standard".

Council was pleased that the Victorian Building Authority took this matter seriously, as the landslip was of concern to many local people. We hope that the eventual findings of these investigations and inquiries will be taken on board by the Victorian building industry and all relevant authorities and practitioners, so a situation like this one doesn't happen again.

Redevelopment of the Glen

In July 2015, Council approved a \$500 million redevelopment of The Glen shopping centre.

Key features of the redevelopment will include:

- » An expansion of the retail centre across the existing car park in Springvale Road, Glen Waverley
- » Three apartment buildings above the retail podium, ranging in height from nine to 20 storeys
- » A new public square at the entrance to the shopping centre, with cafes and restaurants creating a cosmopolitan connection between Kingsway and The Glen.

Council received 67 objections and one petition (with 188 signatories) against the development. One of the main concerns raised by objectors was the height of the proposed residential buildings, the tallest of which had been proposed to be 24 storeys. Council agreed with the objectors and put a condition on the permit, requiring that the tower be 20 storeys, four storeys less than what had been proposed.



\$2.65 Million Pledge to Waverley Gymnastics Centre

Council pledged \$2.65 million towards the redevelopment of the Waverley Gymnastics Centre in Mount Waverley. The Waverley Gymnastics Club, which is based at the centre, is one of the most highly regarded gymnastics clubs in Victoria, with more than 1,500 members and 550 children on its waiting list.

The redevelopment will increase the gym space by more than 50%, allow the club to better meet the needs of children with disabilities, and provide for modern female-friendly change rooms.

Council's \$2.65 million contribution will come from its Development Reserve, which is funding put aside for major improvement works across the municipality.

The Waverley Gymnastics Club will contribute \$1 million towards the redevelopment, subject to Council acting as a guarantor for a \$700,000 bank loan. The Australian Government has allocated \$2.1 million to the project as an election commitment.

New Community Precinct for Glen Waverley

Council is working on a major project to develop a new community precinct on the Central Car Park site in Glen Waverley. The aim is to create a central public square with a modern state-of-the-art library, car parking, and some private development to offset costs.

Expressions of Interest were sought in December 2015 from suitable developers interested in purchasing and developing the site. Twenty responses were received and in March 2016 Council invited a shortlist of developers to submit detailed proposals for the site.

The EOI process followed four years of strategic planning work and community consultation. The majority of residents who have shared their views with Council agree the site could be put to a much better use than simply being a car park.

The developers' detailed proposals are expected to be considered by Council in 2017. If any are considered suitable, Council will then seek community feedback on what is proposed before deciding whether to proceed any further

New Car Park in Oakleigh

In January 2016, Council decided to budget for the construction of a \$7.5 million multi-level car park in Atkinson Street, Oakleigh.

This followed general community support to build the car park in the area which has become a vibrant and thriving foodie destination. Some residents who live near the car park had raised concerns about increased traffic and related safety issues, so Council is funding an additional \$40,000 worth of traffic management measures to address their concerns.

Local businesses have contributed \$1.6 million towards the car park, through financial contributions made in lieu of being able to provide on-site customer car parking.

The construction contract was awarded in June 2016 and work on the project started in August 2016, with an expected completion date in late June 2017.



Sustainability Initiatives

New Environmental Sustainability Strategy

In March 2016, Council adopted the Environmental Sustainability Strategy 2016-2026. The strategy sets out Council's environmental goals for the next 10 years, providing realistic but bold directions and actions required to integrate sustainability practices into Council operations, community programs and services.

The strategy aims for Monash to be a city:

- » Whose 'garden city' character and natural assets have been protected
- » Where it is convenient, safe and desirable to move around by walking, cycling and using public transport
- » Which reuses and recycles as much of its waste by-products as possible
- » Where the community is well educated and engaged in how to reduce its environmental impacts.

The strategy builds on the four-year achievements and strong foundation established through the Environmental Sustainability Road Map 2011-2015. One of the major goals of the Road Map was for Council to reduce its greenhouse gas emissions by 20% by 2020. This goal is expected to be achieved, with a 3% reduction reached as at 30 June 2015 and a further 18% reduction expected to flow from the installation of 8,000 energy efficient street lights during 2014 and 2015.

The community was invited to provide their feedback on the draft strategy during October and November 2015, via online submissions and at a number of community meetings.

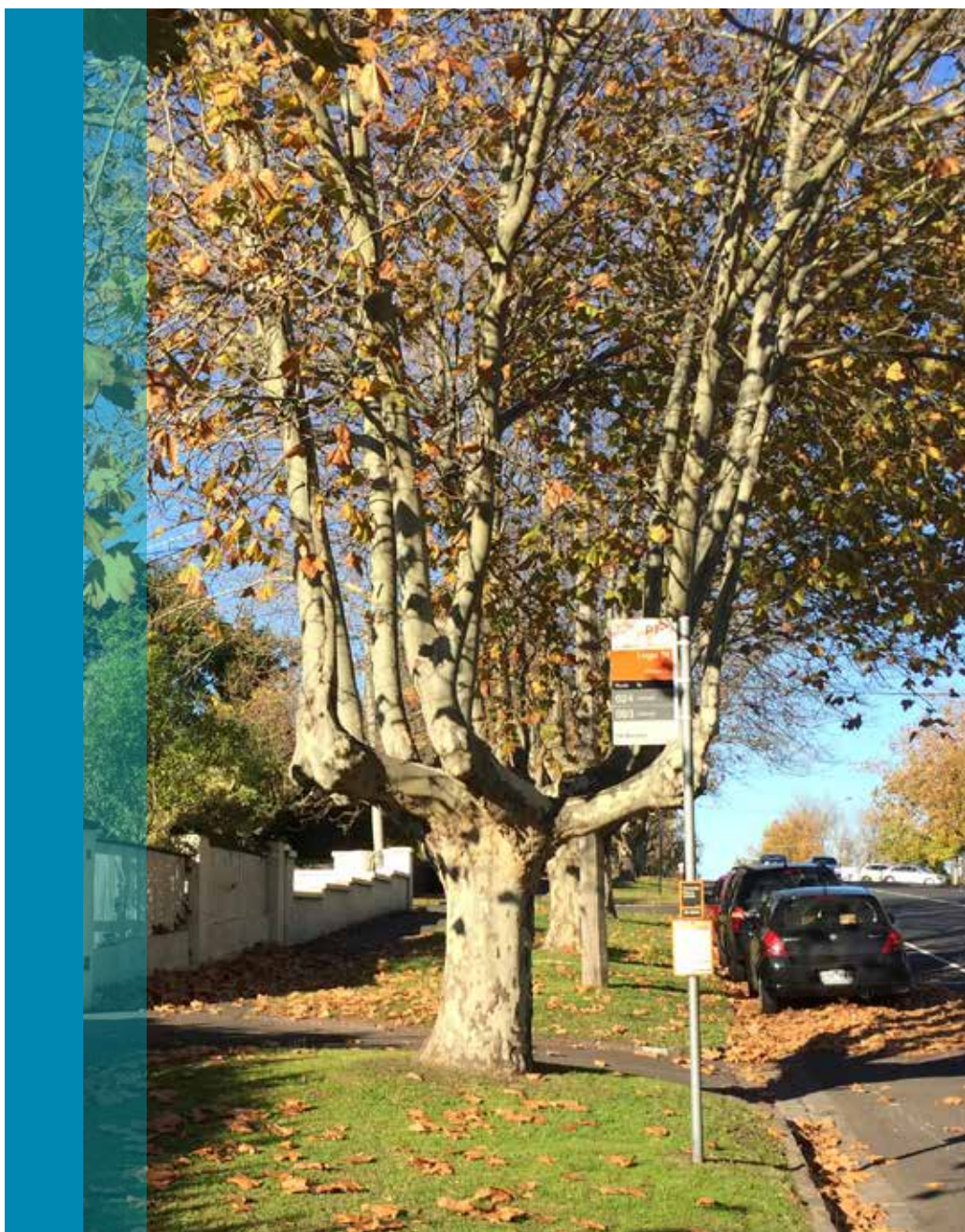
Protecting and Improving our Street Trees

In June 2016, Council adopted a 30-year strategy to protect and enhance Monash's street tree avenues. While our 87,000 street trees are in reasonable health, there are several issues which the strategy addresses including:

- » Gaps in our street tree canopy of about 10%
- » About 22% of our street trees are in decline and have been identified for replacement within the next 30 years
- » Some species that were planted decades ago are no longer considered appropriate (for reasons such as height, shape and compatibility with growing conditions) and are identified for staged replacement.

The strategy includes a 15-year annual planting program which responds to resident feedback, tree health, growing conditions and streetscape character.

Council received more than 60 submissions from residents which helped to develop and refine the strategy.



Garage Sale Trail Promotes a More Sustainable Lifestyle

The Monash community supported the national Garage Sale Trail Day which is Australia's largest reuse event, promoting sustainability and encouraging people to get out and meet their neighbours.

The 2015 Garage Sale Trail was held on Saturday 24 October, with 112 garage sales held by individuals, families and community groups in Monash. The feedback from all involved was positive.

'Paintback' Scheme

Monash was the first Council in Australia to join the 'Paintback' scheme, offering residents and tradespeople the opportunity to drop off unwanted paint and its packaging at the Monash Waste Transfer Station.

Up to 100 litres can be dropped off per visit, and there is no limit on how many drop-offs people can make per year. The aim is to prevent millions of litres of unwanted paint from being sent to landfill or being illegally dumped. Other items that can be recycled at the transfer station include TVs, computers and cardboard.

Environmental Education

Council hosted a number of workshops, tours, and programs in 2015/16 to help educate our community about sustainability and to promote the importance of protecting our environment.

These included:

- » A Clean Up Australia Day event in Clayton on Sunday 6 March
- » Two free events to celebrate and highlight World Environment Day on 5 June 2016. A workshop was held at the Waverley Community Learning Centre to give people tips on building their own vegetable rain garden and a film called "Catching the Sun" focusing on global energy transition was shown at the Clayton Theatre
- » Free solar panel workshops where people learnt about solar power and energy efficiency
- » Tours of the Clayton Landfill facility showing where household rubbish ends up and the sorting process that recyclable items go through before they are made into new products
- » Composting education for people wanting to join the growing movement of people composting at home. This assists residents to cut their waste in half and to reduce their carbon footprint
- » A 'Monash Gardens for Wildlife' community workshop, teaching participants how to create a habitat garden with native plants which increases biodiversity
- » Power-Mate devices were available to borrow from our libraries to tell residents how much energy they are using in their homes and how much electricity each appliance uses. A Lux Light Meter is available to measure the amount of electric light being produced in a room while the InfraRed Thermometer measures temperatures in a home and highlights areas where a home is losing heat
- » Household batteries can be dropped off free of charge at the Monash Civic Centre, Oakleigh Service Centre, and the Monash Waste Transfer Station. Less than 10% of all batteries that contain toxic and hazardous substances such as lead and mercury are recycled, with the rest going to landfill.

Advocacy

Council continues to advocate to other levels of government on issues critical to our local community, including pushing for smoke-free outdoor dining and for more regulation of the poker machine industry. In 2015/16 we maintained these campaigns and also turned our attention to other projects impacting our community.

New Advocacy Projects

Council Response to the Elevated Rail Plan

In February 2016, the State Government announced the removal of all nine level crossings between Caulfield and Dandenong on the Pakenham-Cranbourne line, saying it would do this by elevating the rail line.

The design involves elevated sections at Hughesdale and Clayton with public open space beneath. While Council strongly supports the removal of the level crossings which cause major traffic congestion, Council had concerns about the impact of the project on the amenity of people who live near the rail line and about the level of consultation that had been undertaken with residents. At its February meeting, Council resolved to request a thorough and documented explanation from the Level Crossing Removal Authority about why the elevated rail option was chosen. Council also sought clarification about funding to ensure the public space would be maintained to a high standard. Council asked the State Government to genuinely consider all of the concerns and feedback raised during community consultation.

In April 2016, Council welcomed the government's announcement that \$15 million had been allocated to a trust for maintenance of the public parks and spaces that will be created under the elevated rail line. It was also pleasing to see that the government established an Open Space Expert Panel to oversee plans for the 22.5 hectares of new public open space.

Council will continue to advocate for the best possible outcomes for local residents and our staff will participate in workshops organised by the Level Crossing Removal Authority to discuss the design of all infrastructure elements of the project.

New Gender Equity Strategy

As part of our commitment to preventing violence against women and to ensure that everyone in the Monash community enjoys the same opportunities, rights and respect, Council adopted its first Gender Equity Strategy.

Through this five year strategy, Council is committed to promoting gender equity in our roles as a leader, advocate, capacity builder, employer and arm of government. We will continue to explore new avenues to promote gender equity within Council and in the Monash community and will maintain partnerships with all levels of government, women's health services, community organisations and the local government sector.

One of the first actions was to form a Gender Equity Advisory Committee to provide Council with advice on improving gender equity within the Monash community and to actively encourage women's full and equal participation in community life and in the implementation of the strategy. The Committee was established in March 2016.

Advocating for a Headspace in Monash

Monash young people have told Council that mental health is the biggest challenge facing them. So Council, in partnership with Link Health and Community, is advocating to state and federal governments, and other funding bodies to fund a youth mental health hub in Monash. Council believes this facility is critical to address the mental health needs of Monash youth.

Headspace supports young people aged 12-25 with mental health and counselling; education; employment; and alcohol and other drug services. Currently, the closest Headspace centres to Monash are in Knox, Hawthorn, Bentleigh and Dandenong and our young people have to travel (on average) one hour each way using public transport to access them. This distance creates a physical barrier to Monash young people accessing these vital early intervention services.

Council will continue to strongly advocate, in partnership with local young people, for a youth mental health hub in Monash.

Keeping Food Premises Clean

Council successfully prosecuted three food premises in a bid to maintain high standards of cleanliness in food businesses in Monash.

A Clayton cafe was fined \$24,500 and a former director of the company was fined \$43,000 for failing to provide a safe and clean food premises. In separate cases, a Glen Waverley and a Clayton food business proprietor also received significant fines for severe breaches of the Food Act. Council officers continue to undertake rigorous inspections of local food premises and will prosecute any business that does not respect the health of its customers.

Updates on Ongoing Advocacy Projects

Say NO to Poker Machines

Monash has been a fierce advocate against the proliferation of poker machines in our neighbourhoods and is a state and national leader in campaigning for action and change to protect our community from gambling-related harms.

In May 2016, Council adopted the City of Monash Public Health Approach to Gambling Policy Statement 2016-2020. The statement contains nine policy priorities for Council to advance its public health approach to gambling. These policy priorities will be applied to all relevant Council planning, policy, programs and decision-making to ensure a whole-of-Council approach.

The policy priorities include:

- » Opposing any relocation of existing Monash poker machines to disadvantaged areas within Monash
- » Continuing to advocate to the State Government to reform the Gambling Regulation Act so greater regulation and restrictions are placed on the gambling industry
- » Promoting a range of non-gambling social, cultural and recreational opportunities in Monash to encourage people to make engaged, active and healthy lifestyle choices
- » Disallowing gambling activity, promotion or advertising in Council-owned facilities such as sporting pavilions
- » Refusing to provide community grants funding to community groups that meet in venues that have poker machines (with an exception for the Waverley War Widows).





Ban on Smoking in Outdoor Eating Areas

Council welcomed the State Government's announcement in August 2015 that smoking would be banned in outdoor dining areas from 1 August 2017.

The announcement vindicated Monash's long running campaign which started in 2011 with a letter to the Premier, calling for smoking to be banned in eating areas. Our campaign responded to concerns raised by local families, who said they thought twice about eating outdoors because they didn't want their children exposed to second hand smoke.

Monash has been a leader in pushing for smoke free public areas and in 2007 was the first Council in Victoria to introduce a ban on smoking near children's playgrounds.

Power Lines at Waverley Park

Council was disappointed by the State Government's decision in December 2015 to let developer Mirvac keep Waverley Park's high voltage power lines above ground.

Under a 2002 planning permit for the site, Mirvac had been required to put the power lines underground. However, a planning advisory committee which considered the matter concluded that it would be unreasonable to require Mirvac to meet its commitment, taking into account several factors including the estimated costs.

Council has met with the government and Mirvac to discuss what community facilities could be provided in Waverley Park as part of a compensation package and has met with the Waverley Park Residents Action Group to see whether the group wants Council to take up any further issues with Mirvac or the government. Residents, supported by Council, have fought for many years to get Mirvac to live up to its commitment under the 2002 planning permit to put the power lines underground.

Residential Development of Former School Sites

Council refused development plans for two former school sites in Oakleigh South in September 2015. More than 1,100 people objected to the development plan for the former Oakleigh South primary school site in Beryl Avenue, while more than 200 people objected to the development plan for the former Clayton West primary school site in Alvina Street. Council decided both proposals were overdevelopments that would impact negatively on the liveability of the surrounding neighbourhoods.

Both developers took their cases to the Victorian Civil and Administrative Tribunal (VCAT) which ruled that the developer's tree removal plan for the Alvina Street site did not comply with the site's Development Overlay Plan. The developer is challenging VCAT's interpretation of the overlay's wording in the Supreme Court in a case set down for 19 August 2016. Council has engaged a barrister to represent Council and community views at this hearing. In August 2016, in a win for the local community, aged care provider Bupa bought the Beryl Avenue site from the developer and plans to build an aged care facility on the former school site.

Huntingdale Bus Station Upgrade Update

It was announced in September 2015 that the State Government will spend \$7.6 million building a new bus interchange at Huntingdale Station and upgrading some of the station's car parks.

Council had lobbied alongside Monash University for the bus interchange at the station, which is used by 6,000 people per day. The new interchange will include facilities for buses, taxis and bikes, as well as a drop off area for passengers getting a lift to the station. Work on the interchange is scheduled to start late this year and be completed by the end of 2017.

The informal car park across Huntingdale Road from the station will be constructed in asphalt and line marked. Up until 2014, the car park had the status of being one of the worst spots for illegally dumped rubbish across Melbourne's rail network. However, the amount of dumped rubbish has decreased significantly since Council called on Metro Trains to increase surveillance.

Racism It Stops With Me Campaign Update

In July 2015, Council renewed its commitment to the "Racism: It Stops with Me" campaign run by the Australian Human Rights Commission.

One of the purposes of the campaign is to give more Australians the tools and resources to take practical action against racism.



Engaging with our Community

Listening Posts

Councillors and Council staff visited 21 local neighbourhoods to talk to residents about their issues and to ask them how Council can serve them better.

Community response to the listening posts, which started in mid-2014, continues to be extremely positive and community feedback has allowed us to resolve a range of issues quickly. It's an opportunity for residents to raise issues directly with Council and have their views heard.

Customer Service Guarantee

Council has a Customer Service Guarantee which reinforces our commitment to provide excellent customer service to our community.

The guarantee, introduced in December 2013, has 40 specific targets which clearly set out what timelines and service standards residents can expect across a range of Council services.

Each year we release an annual report card on how we performed against the targets. In 2015, we achieved 31 of the 40 targets, an improvement on the 25 targets achieved in 2014. We came within 3% of achieving an additional six targets.

Plans are in place to improve our performance in the three areas where we did not achieve, or come within 3% of achieving, our targets.

2015 Annual Report card

Targets we achieved:

- » Footpath upgrades - we upgraded 20,440m² of footpaths, above our target of 18,000m²
- » Animal management patrols - our rangers patrolled local parks for 23.6 hours on average per month, above our target that a minimum of 20 hours of patrols be conducted per month
- » Home maintenance requests - we responded within one working day to all 252 requests from older and or/disabled residents, needing emergency home maintenance

- » Food inspections - every restaurant, cafe and takeaway food shop in Monash was inspected by an Environmental Health Officer at least once over the 12 month period
- » Maternal and child health support - we met our target to offer ten consultations (at key ages and stages) to every Monash child aged 0-4 years.

Where more attention is needed:

- » Timeliness of planning decisions - our target is to decide on 80% of planning applications within 60 days. In 2015, 71% of applications were determined within 60 days. This was an improvement on 2014 when 65.75% of applications were determined within 60 days. We know we can improve in this area and plan to do so, including by employing additional planning staff
- » Answering phone calls quickly - our target is to answer 90% of phone calls to our central phone number within 30 seconds. In 2015, 83.3% of calls were answered within 30 seconds. While there has been an increase in the number of phone calls we receive, we are committed to meeting this target and are exploring ways to improve.

To read the full report card, visit www.monash.vic.gov.au/customerservice-guarantee

Improved Community Satisfaction

Monash residents gave Council improved scores for customer service, community consultation and engagement and for informing the community in the 2016 Local Government Community Satisfaction Survey. This annual survey of 400 randomly selected Monash residents helps Council to identify which of its services or activities need to be improved.

Overall Monash's score was 70, an increase of two points compared to 2015 and four points higher than the average for metropolitan councils in Melbourne. We exceeded the statewide average on all core measures: customer service; community consultation and engagement; sealed roads; advocacy; overall Council direction; making decisions in the community's interests and overall performance.

Of the core measures, our highest score was for customer service, where our performance increased by three points to 76 which is three points ahead of the average for metropolitan councils.

Our best performing individual services were: waste management; libraries and arts centres; recreational facilities; and the appearance of public areas.

We also scored highly in informing the community (up five points) and community consultation and engagement (up four points).

We will continue to push ourselves to set and achieve even higher standards for our community. Areas which residents nominated as needing improvement were: parking availability; inappropriate development; communication; traffic management; and footpath/walking tracks.

2016 survey snapshot

- » For informing the community we scored 68, up five points on last year and significantly higher than the metropolitan average of 63
- » For whether people think we are heading in the right direction we scored 61, up four points on last year and significantly higher than the metropolitan average
- » For community consultation and engagement we scored 62, which is four points higher than last year, eight points higher than 2014, and significantly higher than the average for metro councils
- » For planning for population growth we scored 58 which is five points higher than last year, and seven points above the average for metropolitan councils.

For full results of the 2016 Community Satisfaction Survey visit www.monash.vic.gov.au/survey-results

Consulting with our Community

Consulting with our community helps us to ensure that we are meeting the needs and expectations of local residents. This is done through listening posts, community meetings, online surveys, phone surveys, and calling for submissions. Some of the major consultations we undertook in 2015/16 were:

Proposed Residential Zones

Council undertook two rounds of community consultation on the proposed residential zones. The first conducted in August 2015 saw more than 700 people attend one of 15 drop-in sessions, with 986 submissions received. A second round of consultation was held in February and March 2016 to reach more of the community. In the second round, 90,000 letters were sent, an online web forum was created and three consultation forums were held. Council received 450 written submissions and there were 1,002 comments and 540 questions asked on the website.

New Multi Level Carpark for Oakleigh Village

In November 2015, Council asked the community for their views on a proposal to build a multi-level car park in Oakleigh. Under the proposal, two levels of parking (overall the project provides 195 parking spaces) will be added to an existing ground level car park in Atkinson Street to improve parking in the popular Oakleigh Village.

The contract was awarded in June 2016 with a total cost of \$7.5 million. Work on the project started in August 2016 and is expected to be completed in mid-2017.

Upgrading Playspaces

Council sought community feedback on the upgrade of playspaces including: Davies Reserve and Murumba Drive Reserve (Oakleigh South); Dirigo Drive Reserve; Marykirk Drive Reserve; Waverley Women's Playspace and Netherby Avenue Reserve (Wheelers Hill), Mayfield Park; Pascall Street Reserve; Tally Ho Reserve (Mount Waverley); Napier Park; Viewpoint Avenue and Woodlea Drive Reserve (Glen Waverley); Fiander Avenue Reserve and Baily Street Reserve (Syndal); Burlington Square (Oakleigh); Carlson Reserve (Clayton); Galbally Reserve (Hughesdale); Portland Street South Reserve (Mulgrave); Freeway Reserve (Mulgrave); Reg Harris Reserve (Oakleigh East) and Mackellar Avenue Reserve (Brandon Park).

Lower Speed Limit for Central Oakleigh

A 40km/h speed limit was introduced in the centre of Oakleigh in July 2015 following consultation with the community. Council asked Oakleigh residents and local businesses for their feedback on the 40 km/h initiative with 52% of respondents in favour of the speed reduction. The lower speed limit has made the area safer for the many pedestrians visiting local shops, cafes, restaurants and community facilities.

Community Action Plans

Oakleigh, Hughesdale and Huntingdale residents actively participated in the development of the Oakleigh community action plan which aims to make the area an even better place to live, work and visit. The plan was developed after a series of conversations with residents and local organisations where they were asked what they liked about the area and how it could be improved. Since the launch of the plan in February 2016, residents have been encouraged to get involved in making the plan's actions and vision a reality.

The Ashwood and Chadstone community action plan was developed by Council with valuable input from the local community. The plan aims to enhance Ashwood and Chadstone to become an even better place to live, work and socialise. It is not a static plan and will evolve over time. The action plan has been endorsed by Council and was launched in July 2016.

Ideas for Street Art

Eye-catching street art has become increasingly popular in Monash with street artists being commissioned to create murals in laneways and in and around shopping strips and railway stations. The street art is not only attractive but has resulted in a reduction in graffiti. With murals planned for Mulgrave and Mount Waverley in 2016, Council consulted with local residents to get their ideas on what the murals should look like and how those ideas have helped form the final designs.

Young People Say What's Important to Them

Youth ambassadors aged 10-25 years helped Council develop a new youth action plan. They are out and about in the community, gathering the views of young people about what's important to them and passing this information on to Council staff. The new plan was incorporated into the Monash Children, Young People and Family Strategy. This strategy utilises a life-long approach and articulates Council's commitment to supporting children and young people and to strengthening the capacities of the families who raise them.

Open Space Strategy

Council invited community input into the development of a new Open Space Strategy for Monash. Residents were asked if there is enough open space, what activities they like to do in their local park and what they like and dislike about existing parks, playgrounds, sports facilities and community gardens.

The strategy will provide a direction for the provision, role, design and management of public open space in Monash over the next 10 years. As part of the strategy, Council will analyse expected population growth to ensure open space keeps pace with community needs and will develop a program of actions that includes indicative costings and priorities.

Community Awards

There is a strong and enduring sense of community spirit in Monash, demonstrated each week by the hundreds of people who volunteer their services to help others in our community.

Council recognises the efforts and dedication of these individuals and groups through the Sir John Monash Awards which are presented each May during National Volunteer Week.

There are eight award categories with an overall winner selected from the category winners.

Sixteen year old Mount Waverley student Neha Salahuddin won the overall Sir John Monash Award for Outstanding Leadership in 2016. She has an impressive record of community service at such a young age, including raising funds for cystic fibrosis, being a finalist in the Rotary 4-Way public speaking contest and advocating for improvements to indigenous health and education.

More than 40 nominations were received for the 2016 awards. The winners and finalists were:

Sustainability Leadership

Winner Loretta Leary.
High Commendations Bryan Loft,
Environmental Advisory Committee
Sustainability Strategy
Working Group.

Inspirational Women's Leadership

Winner Margaret Hepworth.
High Commendations Crystal Fickers, Hazel Hockley,
Jacqueline Teh.

Positive Ageing Leadership

Winner Andrea Whitty.
High Commendations Ferdinand (Fred) Koeppler,
Adrian Bartholomeusz.

Multicultural Champion

Winner Binquan Yan.
High Commendations Nawal Moudgil, Mark Robertson.

Active Monash

Winner Glen Waverley Soccer Club.
High Commendations Waverley Gymnastics Centre,
Monash Warriors Gridiron Club.

Outstanding Advocate of People with Disabilities

Winner Brian Girling.
There were no high commendations in this category

Youth Leadership

Winner Neha Salahuddin.
High Commendations Peter Sun, Angelica Moutsos.

Volunteer of the Year

Winner Angelo Sardellis.
High Commendations Tony Walther, Lindsey Castle.

Other Community Awards

The Monash Business Awards promote business success and excellence. The winners of the 2015/16 awards were announced in July 2016. They were:

Business of the Year:

Marguerite Doré

Innovation Award:

iBuild Building Solutions

Business Excellence:

KOR Equipment Solutions

Community Contribution:

Pinewood Community Bank

Rising Star:

WIN Real Estate

Outstanding Small Medium Enterprise:

borthwickFOOD GROUP

Export Award:

Marguerite Doré

Get Active Grants provide assistance to people from migrant and refugee backgrounds living in Monash who are involved in, or want to get involved in, sport.

The Golden Plate Awards recognise businesses across Monash that are providing a high standard of food safety.

The Local Emerging Artists Grants support professional development and training for eligible artists that can in turn benefit the Monash community.

The Neighbourhood Matching Grants Program encourages groups of neighbours in Monash to come together with a good idea for a community project that brings people together.



Community Grants

Monash has one of the largest community grants programs in Victoria, funding activities and programs that support the health, wellbeing and social connectedness of our community.

In 2015/16, Council allocated about \$2.6 million in cash and in-kind support to local community groups and organisations. About \$1.5 million of this was through in-kind support (such as free use of community halls), while \$1.1 million was provided in cash. This was similar to the amount allocated in 2014/15.

We received 188 grant applications. As the funds requested were higher than the allocated budget not every applicant was able to receive the funding amount requested.

Below is a full list of 2015/16 grant recipients:

Organisation Name	Total Allocation	Organisation Name	Total Allocation
Able Australia Services	\$2,566.80	Association for Children with a Disability Inc	\$7,470
Action on Disability within Ethnic Communities	\$8,755	Association of Independent Retirees (A.I.R.) Ltd	\$503.91
African Women's Network South East (AWNSE)	\$4,250	Association of Independent Retirees (A.I.R.) Ltd	\$350
African Women's Network South East (AWNSE)	\$3,120	Associazione Pensionati Laziali di Monash	\$10,167.51
Aitutaki Enea Society of Victoria	\$1,000	Associazione Pensionati Laziali di Monash	\$3,993.30
Aitutaki Enea Society of Victoria	\$1,588	Australian Breastfeeding Association (Waverley)	\$500
Alcoholics Anonymous Oakleigh	\$2,656.99	Australian Breastfeeding Association (Waverley)	\$168
Amaroo Neighbourhood Centre Inc	\$60,665	Australian Coptic Families Social Club Inc	\$4,250
Amaroo Neighbourhood Centre	\$5,700	Australian Coptic Families Social Club Inc	\$1,500
Amaroo Neighbourhood Centre Inc	\$3,000	Australian Coptic Families Social Club Inc	\$2,000
Amaroo Neighbourhood Centre Inc	\$1,000	Australian Coptic Families Social Club Inc	\$1,249.89
Amaroo Neighbourhood Centre Inc	\$35	Australian Coptic Families Social Club Inc	\$678.40
Anglo Indian Australasian Association of Victoria Inc	\$2,312	Australian Coptic Families Social Club	\$28
Anglo Indian Australasian Association of Victoria Inc	\$6,025.50	Australasia Coptic Society Inc	\$14,088
Anglo Indian Australasian Association of Victoria Inc	\$210	Australian Greek Elderly Citizens Club of Oakleigh	\$4,250
Annexe Arts Inc	\$3,000	Australian Greek Elderly Citizens Club of Oakleigh	\$12,257.19
Archangel Michael Senior Social Club Inc	\$3,746.80	Australian Greek Welfare Society Ltd	\$15,848.61
Archangel Michael Senior Social Club Inc	\$3,055	Australian Sri Lanka Catholic Association	\$1,500
AGBU – Armenia General Benevolent Union Vic	\$6,466.86	Australian Sri Lanka Welfare Guild Inc	\$549.72
Armenian Australian Welfare Society	\$522.50	Australian Wuol Mission Association Inc	\$4,250
Armenian Australian Welfare Society	\$5,811.84	Australian Wuol Mission Association Inc	\$3,390.24
Arthritis Foundation of Victoria Inc	\$1,048.10	Ava Arts and Cultural Association Inc	\$1,500
Arts Access Victoria	\$5,000	Ava Arts and Cultural Association Inc	\$1,937.27

Organisation Name	Total Allocation
Avellino Circolo Pensioners of Springvale Inc	\$1,160.25
Bangla Sahitya Sansad (Bangali Literary Society) Inc	\$7,115
Bengali Association of Victoria Inc	\$2,761
Bengali Association of Victoria Inc	\$5,000
Bengali Association of Victoria Inc	\$2,167.50
Bengali Association of Victoria Inc	\$2,511
Bestchance Child Family Care	\$15,000
Bharatha Kalanjali Dance School Inc	\$3,500
Chinese Community Social Services Centre Inc	\$4,962.75
Chinese Performing Arts Development	\$19,734.50
Chinese Performing Arts Development	\$3,000
Chinese Performing Arts Development	\$1,000
Chinese Professionals Club of Australia (CPCA)	\$1,588
Chinese Professionals Club of Australia	\$1,500
Chinese Professionals Club of Australia	\$8,469.76
Chinese Seniors Education & Skills Development Association	\$1,249.50
Chinese Seniors Education & Skills Development Association	\$9,500
Chisholm Combined Probus Club Inc	\$5,250
Chisholm Combined Probus Club Inc	\$979.80
Chu Chu Club	\$3,321
Chu Chu Club	\$170
Circolo Pensionati 'Don Bosco' Inc	\$13,210.20
Circolo Pensionati 'Don Bosco' Inc	\$2,088.45
Circolo Pensionati Italiani Di Waverley	\$13,681.92
Circolo Pensionati Italiani Di Waverley	\$2,218.50
Circolo Pensionati Italiani Di Oakleigh - Clayton Inc	\$10,769.96
Circolo Pensionati Italiani Di Oakleigh - Clayton Inc	\$1,606.50
Circolo Pensionati Italiani Di Oakleigh - Clayton Inc	\$16,817.66
Circolo Pensionati Italiani Di Oakleigh - Clayton Inc	\$4,250

Organisation Name	Total Allocation
Circolo Pensionati Italiani Di Oakleigh - Clayton Inc	\$17.50
Circolo Pensionati Italiani Chadstone	\$1,904
Clayton Chinese Seniors Association Inc	\$7,418.94
Clayton Chinese Seniors Association Inc	\$2,958
Clayton Mandarin Friendship Association Inc	\$24,249.06
Clayton Mandarin Friendship Association Inc	\$1,071
Clayton Mandarin Friendship Association Inc	\$17.50
Clayton Senior Citizens Centre Inc	\$25,896.30
Clayton Senior Citizens Centre Inc	\$357
Combined Probus Club of Monash Central Inc	\$979.88
Combined Probus Club of Monash Central Inc	\$206.50
Combined Probus Club of Notting Hill Inc	\$280
Combined Probus Club of Waverley Gardens Inc	\$154.77
Combined Probus Club of Syndal Inc	\$1,199.88
Combined Probus Club of Syndal Inc	\$595
Combined Probus Club of Syndal Inc	\$242.16
Connections - Uniting Care	\$62,516.80
Cook Island Community Services of Victoria	\$2,000
Cook Island Community Services of Victoria	\$8,220
Cook Islands Women's Federation	\$1,500
Cook Islands Women's Federation	\$5,827.04
Cook Islands Women's Federation	\$35
Cosenza Senior Citizens Club of Kingston Inc	\$986
Country Women's Association of Victoria Inc	\$212.50
Country Women's Association of Victoria Inc	\$238.55
Country Women's Association of Victoria Inc	\$17.50
Country Women's Association of Victoria Inc Murrumbena branch	\$2,123.84
Croatian Senior Citizens Group Keysborough	\$2,119.90
Culture Club of United Hungarians	\$16,010.38
Culture Club of United Hungarians	\$892.50
Dixon House Neighbourhood Centre Inc	\$9,500



Organisation Name	Total Allocation
Dixon House Neighbourhood Centre	\$4,500
Dixon House Neighbourhood Centre	\$1,037
Down Syndrome Victoria	\$3,000
Easting Disorders Foundation of Victoria	\$559.90
Emmanuel Friendship Club	\$714
Encore Theatre Company	\$16,402
Estia Syntaxiouhuon Ellinon Inc	\$2,125
Faros Senior Citizens Inc	\$3,648.20
Fiji Women's Friendship Group	\$3,756.15
Friendship Australian Egyptian Association	\$2,500
Friendship Australian Egyptian Association	\$4,000
Friendship Australian Egyptian Association	\$2,500
Friendship Australian Egyptian Association	\$100
Friends of Monash Gallery of Art Inc	\$5,000
Friends of Monash Gallery of Art Inc	\$496
Friends of Scotchmans Creek & Valley Reserve	\$458.10
Fusion Oakleigh Youth and Community Centre	\$6,900
Glen Waverley Senior Citizens Centre Inc	\$53,971.27
Glen Waverley Senior Citizens Centre Inc	\$1,190
Glen Waverley Uniting Church - The Hub	\$425
Glen Waverley Uniting Church - Leisure Time	\$2,000
Golden Age Senior Citizens Centre Inc	\$49,958.33
Golden Age Senior Citizens Centre Inc	\$2,788
Golden Age Senior Citizens Centre Inc	\$175
Greek Elderly Citizens of Clayton and Districts	\$1,331.10
Greek Orthodox Parish of St Athanasios Springvale	\$4,250
Greek Senior Citizens of Southern Eastern Region & Districts	\$1,676.20
Greek Senior Citizens Club of Monash	\$28,139.04
Greek Senior Citizens Club of Monash	\$4,250
Greek Seniors and Pensioners Ass. Of Clayton & District Inc	\$8,723.60
Greek Seniors and Pensioners Ass. Of Clayton & District Inc	\$3,697.50

Organisation Name	Total Allocation
Greek Seniors and Pensioners Ass. Of Clayton & District Inc	\$5.60
Guangzhou Association of Australia Inc	\$3,970.20
Guangzhou Association of Australia Inc	\$2,465
Guangzhou Association of Australia Inc	\$17.50
Hindi Niketan Inc	\$4,000
Hindi Niketan Inc	\$685
Hughesdale Art Group Inc	\$6,409.21
Indonesian Club Melbourne Inc	\$3,400
Indonesian Club Melbourne Inc	\$3,120
Jaffaria Association of Victoria	\$3,000
Jaffaria Association of Victoria	\$3,255
JU Alumni Association Melbourne Chapter	\$2,363
JU Alumni Association Melbourne Chapter	\$2,000
Kerrie Neighbourhood House Inc	\$29,601
Kerrie Neighbourhood House	\$8,400
Kerrie Neighbourhood House	\$140.00
Kingston Chinese Senior Citizens Club Inc	\$2,250
Kingston Chinese Senior Citizens Club Inc	\$874.87
Kingston Chinese Senior Citizens Club Inc	\$17.50
Knox Hungarian Senior Citizens Club	\$520.20
Ladies Probus Club of Glen Waverley Inc	\$2,010.25
Ladies Probus Club of Waverley Central	\$1,870
Ladies Probus Club of Wheelers Hill	\$123.20
Ladies Probus Club of Wheelers Hill	\$153.72
Lemnian Community of Victoria Limited	\$4,250
Macedonian Senior Citizen's Group of Monash Inc	\$8,551.20
Macedonian Senior Citizen's Group of Monash Inc	\$4,250
Mahamevnawa Bhavana Asapuwa Inc	\$9,528
Malayalee Association of Victoria	\$1,500
Manihiki Henua of Victoria Inc	\$19,855.64
Melbourne Kannada Sangha	\$811.20
Molise Seniors Club Melbourne	\$7,044
Molise Seniors Club Melbourne	\$4,250

Organisation Name	Total Allocation
Molise Seniors Club Melbourne	\$17.50
Monashlink Community Health Service Ltd	\$5,464.98
MonashLink	\$10,000
Monash Chinese Friendship Association (MCFA)	\$2,500
Monash Chinese Friendship Association (MCFA)	\$2,595.90
Monash Chinese Friendship Association (MCFA)	\$1,500
Monash Chinese Friendship Association (MCFA)	\$26,584
Monash Chinese Friendship Association (MCFA)	\$4,080
Monash Chorale Inc	\$1,300
Monash Concert Band Inc	\$4,436.36
Monash Concert Band Inc	\$350
Monash Concert Band Inc	\$3,600
Monash Concert Band Inc	\$87.50
Monash Concert Band Inc	\$87.50
Monash Greek Macedonian Elderly Citizens Club Inc	\$3,955.28
Monash Greek Macedonian Elderly Citizens Club Inc	\$3,204.50
Monash Korean Senior Citizens Club Inc	\$9,088.55
Monash Korean Senior Citizens Club Inc	\$1,972
Monash Maltese Seniors Social Group	\$3,252.96
Monash Maltese Seniors Social Group	\$1,249.50
Monash Maltese Seniors Social Group	\$123.20
Monash Men's Shed Inc	\$3,000
Monash Men's Shed Inc	\$500
Monash Men's Shed Inc	\$20,000
Monash Men's Shed Inc	\$21,401
Monash Men's Shed Inc	\$3,000
Monash Oakleigh Community Support & Information Service	\$6,000
Monash Oakleigh Community Support & Information Service	\$97.50
Monash Oakleigh Community Support & Information Service	\$33.60

Organisation Name	Total Allocation
Monash Oakleigh Community Support & Information Service	\$20,822
Monash Reconciliation Group Inc	\$733.10
Monash Reconciliation Group Inc	\$1,500
Monash Senior Chinese Volunteer Service Centre	\$2,745.50
Monash Senior Citizen Forum t/a Sewa International Aust.	\$2,583.04
Monash Senior Citizen Forum t/a Sewa International Aust.	\$382.50
Monash Stroke Support Group Inc	\$2,249.10
Monash Toy Library	\$850
Monash Waverley Community Information & Support Inc	\$6,000
Monash Waverley Community Information & Support Inc	\$21,385
Mount Street Neighbourhood House Inc	\$75,972
Mount Street Neighbourhood House Inc	\$8,400
Mount Waverley Chadstone Interchurch Council	\$2,500
Mount Waverley Combined Probus Club Inc	\$1,199.88
Mount Waverley Combined Probus Club Inc	\$385
Mount Waverley Combined Probus Inc Craft Group	\$300
Mount Waverley Ladies Probus Club Inc	\$1,090.80
Mount Waverley Ladies Probus Club Inc	\$28
Mulgrave Neighbourhood House	\$1,500
Mulgrave Senior Citizens Centre Inc	\$25,299.13
Mulgrave Senior Citizens Centre Inc	\$340
Mulgrave Sports Club trading as Rockin' the Reserve	\$2,000
Museum of Indonesian Arts Inc	\$1,375
Nasir Community Association in Australia	\$8,922.60
Nasir Community Association in Australia	\$1,011.50
National Seniors Australia Monash Branch	\$1,027.10
National Seniors Australia Monash Branch	\$175
Neighbourhood Watch	\$494.41
New Hope Foundation Inc	\$27,836

Organisation Name	Total Allocation	Organisation Name	Total Allocation
New Hope Foundation Inc	\$7,678.80	Power Neighbourhood House acting as Auspice for AAC Community Newsletter	\$5,376
New Hope Foundation Inc	\$20,000	Project Respect	\$8,023.32
Nuer Community Foundation Australia Inc	\$2,550	Probus Club of Wheelers Hill Inc	\$24.50
Nuer Community Foundation Australia Inc	\$9,423.76	Probus Club of Wheelers Hill Inc	\$12.25
Nuer Community Foundation Australia Inc	\$3,500	Probus Club of Syndal Inc	\$2,456.08
Oakleigh Centre for Intellectually Disabled Citizens	\$12,859.07	Probus Club of Syndal Inc	\$122.50
Oakleigh City Band Inc	\$2,005.20	Probus Club of Glen Waverley	\$2,108
Oakleigh Toy Library	\$3,333.51	Probus Club of Glen Waverley	\$210
Oakleigh Toy Library	\$850	Rajasthani Kutumb of Victorian Inc	\$1,500
Oakleigh Combined Probus Club Inc	\$514.25	Rajasthani Kutumb of Victorian Inc	\$685
Oakleigh Coptic Senior Social Club Inc	\$1,972	Regione Lazio Monti Lepini Colleferro Senior Social Club	\$15,864.84
Oakleigh Ladies Probus Club Inc	\$289	Regione Lazio Monti Lepini Colleferro Senior Social Club	\$4,250
Oakleigh Movie Club Inc	\$1,200	River Jiang Arts Inc	\$1,500
Oakleigh Occasional Care	\$227.50	River Jiang Arts Inc	\$203.60
Oakleigh Senior Citizens Club	\$28,008.21	River Jiang Arts Inc	\$70
Oakleigh Senior Citizens Club	\$586.50	Royal Children's Hospital Auxiliary Waverley Section	\$610.80
Olympos Greek Senior Citizens Club	\$4,214.52	St John Ambulance Victoria (Monash Division)	\$15,472.64
Olympos Greek Senior Citizens Club	\$2,218.50	St. Theresa's aged & Retired Services Inc	\$2,615
Pan Macedonian Association Melbourne Victoria	\$8,000	Sankat Mochan Samiti Inc	\$7,000
Parea Inc	\$6,500	SKGA Inc Sangam Kala Group Australia	\$794
Parea Inc	\$2,312	SKGA Inc Sangam Kala Group Australia	\$5,000
Peridot Theatre Company Inc	\$1,000	Scotsglen Singers Inc	\$920
Peridot Theatre Company Inc	\$1,250	Senior Citizens of the Freccia Azurra Club Inc	\$4,250
Pilipino Elderly Association of South East Region	\$1,725.50	Senior Citizens Club of Waverley Inc	\$1,191.06
Pinewood Combined Probus Club Inc	\$1,156.20	Senior Citizens Club of Waverley Inc	\$392.70
Polish Community Council of Victoria	\$6,328.35	Society for Asian Languages and Arts Inc	\$2,500
Polish Senior Citizens Club Mt Waverley	\$2,219.80	Sonjiang Club of Melbourne Inc	\$1,992
Polish Senior Citizens Club Mt Waverley	\$606.90	Southern Ethnic Advisory and Advocacy Council Inc	\$254.50
Pontian Association of Melbourne	\$2,787.60	Southern Ethnic Advisory and Advocacy Council Inc	\$10.50
Pontian Association of Melbourne	\$297.50	Spanish Speaking Senior Citizens Club of Clayton	\$6,033.82
Poseidon Angling Club	\$2,841.30	Spanish Speaking Senior Citizens Club of Clayton	\$739.50
Power Neighbourhood House	\$16,636		
Power Neighbourhood House acting as Auspice for AAC Community Newsletter	\$7,200		

Organisation Name	Total Allocation
Sports without Borders	\$10,000
Syndal Ladies Probus Club Inc	\$280
Tally Ho Fitness Group	\$2,500
Tamil Senior Citizens Fellowship	\$11,291.13
Tamil Senior Citizens Fellowship	\$1,517.25
The Cantazaro Senior Citizens Club of Monash Inc	\$6,937.20
The Cantazaro Senior Citizens Club of Monash Inc	\$2,218.50
The Combined Probus Club of Monash Inc	\$1,090.80
The Greek Orthodox Community of Monash & District	\$26,519.41
The Greek Orthodox Community of Monash & District	\$4,250
The Greek Orthodox Community of Oakleigh & District Inc	\$4,250
The Korean Welfare Centre of Australia	\$748
The Philanthropic Society of Kaloneri Siatista Inc	\$3,697.50
The Philanthropic Society of Kaloneri Siatista Inc	\$28
The Probus Club of Mount Waverley	\$1,989
The Probus Club of Mount Waverley	\$630
The Probus Club of Waverley Inc	\$2,008.16
The Probus Club of Waverley Inc	\$210
The Three Hierachs Greek Elderly Group	\$2,218.50
U3A Waverley Inc	\$3,655
Ulang Community Association of Australia	\$4,250
Ulang Community Association of Australia	\$3,120
United Sri Lankan Muslim Association of Australia	\$10,440
Uniting Church Oakleigh	\$5,000
Victorian Immigrant and Refugee Women's Coalition	\$5,500
Victorian Immigrant and Refugee Women's Coalition	\$3,746.08
Victorian Immigrant and Refugee Women's Coalition	\$3,512.94

Organisation Name	Total Allocation
Victorian Immigrant and Refugee Women's Coalition	\$2,600
Victorian Immigrant and Refugee Women's Coalition	\$1,588
Victorian Immigrant and Refugee Women's Coalition	\$17.50
Victorian Sikh Association Inc	\$1,700
Victorian Sikh Association Inc	\$4,631.90
Victoria Tamil Senior Citizens Benevolent Society Australia Inc	\$5,943
Victoria Tamil Senior Citizens Benevolent Society Australia Inc	\$410.55
Wavelink Inc	\$7,400
Wavelink Inc	\$122.50
Wavelink Inc	\$40,406
Wavelink	\$4,500
Wavecare Inc	\$150,000
Wavecare Inc	\$32,415
Wavecare Inc	\$6,689.67
Wavecare Inc	\$2,154.50
Waverley Adult Literacy Program Inc	\$280
Waverley Bushwalking Club Inc	\$979.88
Waverley Camera Club	\$1,500
Waverley Chinese Senior Citizens Club Inc	\$29,758.15
Waverley Chinese Senior Citizens Club Inc	\$4,250
Waverley Community Learning Centre	\$1,000
Waverley Emergency Adolescent Care	\$57,695
Waverley Fitness Group Inc	\$5,877.36
Waverley Fitness Group Inc	\$569.50
Waverley Fitness Group Inc	\$84
Waverley Gem Club of Victoria Inc	\$1,000
Waverley Ladies Probus Club	\$1,506.12
Waverley Ladies Probus Club	\$52.50
Waverley Life Activities Club Inc	\$2,040
Waverley Life Activities Club Inc	\$503.60
Waverley Life Activities Club Inc	\$490

Organisation Name	Total Allocation
Waverley Multiple Birth Association	\$1,500
Waverley Multiple Birth Association	\$224.18
Waverley Multiple Birth Association	\$311.50
Waverley Music Eisteddfod Inc	\$2,500
Waverley Retirement Activities Group Inc	\$2,006
Waverley Retirement Activities Group Inc	\$1,035.30
Waverley Retirement Activities Group Inc	\$700

Organisation Name	Total Allocation
Waverley War Widows and Widowed Mothers Association	\$425
Waverley Widowed Support Group Inc	\$2,146.95
Waverley Woodworkers Inc	\$7,000
Waverley Woodworkers Inc	\$105
WinAccom Incorporated	\$351.22



Calendar of Events

►2015

JULY

- » National Aboriginal and Islander Day Observance Committee (NAIDOC) Week celebrations
- » Street art mural unveiled near Huntingdale Railway Station
- » National Tree Day, Fairway Reserve (Mount Waverley)

AUGUST

- » Family History month events at Monash libraries
- » Community planting days at Galbally Reserve (Hughesdale) and Gladeswood Reserve (Mulgrave)
- » Impressions of Paris exhibition at Monash Gallery of Art

SEPTEMBER

- » Monash's largest ever playspace at Valley Reserve officially opened

OCTOBER

- » Monash Youth Film Festival
- » Monash Gallery of Art Bowness Photography Prize for the best Australian contemporary photography
- » Garage Sale Trail
- » Oakleigh Greek Glendi Festival

NOVEMBER

- » Community forum on "Understanding Ice" organised by Council, Victoria Police and Link Health and Community
- » Active Monash Month (free sport and recreation opportunities offered across Monash)
- » Family Fun Day (Batesford Hub, Chadstone)
- » Community screening of Ka-ching! documentary

DECEMBER

- » Monash Carols by Candlelight
- » Art in the Park (free afternoon of art workshops and activities at the Monash Gallery of Art)

A background image showing a group of children, with a young girl in the foreground wearing a white Santa hat with red stars and a red trim. She is smiling and looking towards the right. Other children are visible in the background, some also wearing Santa hats.

►2016

JANUARY

- » Sounds of Summer concert, Monash Gallery of Art
- » Australia Day celebrations including flag raising and citizenship ceremony

FEBRUARY

- » Sounds of Summer concerts in Bogong Reserve (Glen Waverley) and Gladeswood Reserve (Mulgrave)
- » Clayton Street Festival
- » Chinese New Year and Lantern Festival (Glen Waverley)

MARCH 2016

- » International Women's Day event (launching Council's Gender Equity Strategy)
- » Oakleigh Music Festival
- » Neighbour Day events to build a stronger sense of community connection
- » Clean Up Australia Day
- » Active Monash, Active Parks

APRIL

- » ANZAC Day commemoration services

MAY

- » Mulgrave Neighbour Day

JUNE

- » Wordfest annual literature festival
- » Sir John Monash lecture with Clementine Ford as guest speaker
- » World Environment Day celebrations
- » China: Grain to Pixel exhibition at Monash Gallery

Awards, Grants and Funding

Awards Received by Council

Parks And Leisure Australia

The Valley Reserve playspace in Mount Waverley was awarded Victoria's best new major playspace (in the above \$500,000 category) in the prestigious Parks and Leisure Australia awards in May 2016.

The playspace was singled out for its originality and innovation and for the use of the SPARC (Socially inclusive, Playful, Active, Relevant and Connected) principles in its creation.

It is Monash's first playspace of regional significance and was officially opened in September 2015. The playspace features rope climbing courses, a tree house and flying foxes plus a mix of traditional play elements (swings, slides) and ropes, logs and other structures for balance, climbing and fitness.

Over the past 12 months, Council completed the \$490,000 second stage of the project which included upgrading the public toilet and car park.

The playspace will be a contender against other state winners in the national Parks and Leisure Australia awards in October 2016.

Monash Kerb Inlet

The Monash engineering design team (in collaboration with Safer Engineering and SVC Concrete Products) has won two major awards for designing and developing the Monash Kerb Inlet that redirects stormwater to irrigate street trees on nature strips.

The team won the Excellence in Research and Innovation category of the Stormwater Victoria Awards for Excellence 2015 and also won the 2015 Institute of Public Works Engineers Award (IPWEA) for innovative practice.

The Monash Kerb Inlet (MKI) has been hailed as an innovative new product that could revolutionise maintenance in Water Sensitive Urban Design (WSUD) systems and lead to improved street tree performance.

The staff member who led the project as part of a broader team, Ari Triskelidis, was awarded an IPWEA MEFVic scholarship to be part of a study group to New Zealand where he presented a paper on the development of the Monash Kerb Inlet at an international conference.

Engineer/Technician of the Year

Senior Design Engineer Kanch Withana won Engineer/Technician of the Year at the Institute of Public Works Engineering Australia awards for excellence.

This award recognises Kanch's work across a wide range of projects including the Monash Kerb Inlet project, road reconstructions, traffic treatments and strategic drainage improvements.

Library Scholarship

Monash Public Library Service's Pamela McGowan was admitted to the International Network of Library Innovators (INELI)-Oceania Program for 2016/17. This prestigious scholarship is offered to only six public library professionals from across Australia, NZ and the Pacific on a biennial basis.

The INELI Oceania Program is based on the highly successful International Network of Library Innovators (INELI), a project of the Global Libraries initiative of the Bill & Melinda Gates Foundation. The project provides emerging library leaders with opportunities to connect with each other, to explore new ideas, to experiment with new services and to learn from one another.

Swim School of Year

The swim school at the Monash Aquatic & Recreation Centre was named Swim School of the Year by Aquatics & Recreation Victoria in June 2016, recognised as the best swim school in Victoria.

The award recognised the excellent work of the Active Monash team, delivering a Learn to Swim program to more than 5,201 students.

World Environment Day Award

In late June 2016, Monash was the joint winner, as part of the Eastern Alliance for Greenhouse Action, of a United Nations Association of Australia World Environment Day award for a cross-council biodiversity project.

The 18-month project, Biodiversity Monitoring in Melbourne's East, developed and trialled a regional biodiversity monitoring framework. The Eastern Alliance for Greenhouse Action comprises seven councils in eastern Melbourne including Boroondara, Knox, Maroondah, Monash, Stonnington and Whitehorse and the Shire of Yarra Ranges. The project has been nominated for the Premier's Sustainability Award which will be announced in October 2016.

Grants and Funding

Council is grateful for grants and other funding support it receives from the State and Federal governments and other agencies to improve facilities and services across Monash. Some of the grants and funding we received in 2015/16 included:

- » The Federal and State governments contributed a combined \$639,000 towards sporting pavilion upgrades in Monash
- » \$250,000 from the State Government to create an urban park in Ashwood/Chadstone, which will include a multi-generational playspace with a climbing wall, a shared bike/pedestrian path, shade trees, garden and artwork. Council also contributed \$145,000 to the project which is due for completion in April 2017
- » \$250,000 from the State Community Crime Prevention Program to make the laneway which runs between Clayton Road and Mary Street in Clayton more attractive and safer. Council contributed \$117,000 towards the project which was completed in October 2015
- » \$30,000 from the Federal Government towards a walkway in the grounds of the Mount Waverley Community Centre commemorating the ANZAC Centenary. This was officially opened in August 2015
- » \$25,000 from the State Government towards a mural on Railway Avenue near the Huntingdale Railway Station to replace ugly graffiti tags. This was completed in October 2015
- » \$25,000 from the State Government to create two street art murals in Mulgrave which are part of a coordinated campaign to prevent graffiti in the area. Anti-graffiti education programs are also being delivered in local schools and businesses being provided with graffiti removal kits as part of the campaign.



Section Two

Governance



Governance is about operating efficiently, effectively, impartially and with integrity and compassion. Monash Council is committed to good governance and being accountable and transparent. We consider the diverse needs of our community when making decisions. We also have appropriate policies and procedures in place to ensure we meet the legislative requirements of the Local Government Act 1989.

Councillors

Councillors are democratically elected every four years in a general election in accordance with the Local Government Act 1989. The next elections will be held in October 2016.

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

» Glen Waverley » Mount Waverley » Mulgrave » Oakleigh

The table below lists Monash Councillors who served in 2015/16, 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	
*Nga Hosking	Oakleigh	23 May 2016	
Paul Klisaris	Mulgrave	27 October 2012	13 May 2016
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	
*Rebecca Paterson	Mount Waverley	14 June 2013	
*Stefanie Perri	Oakleigh	22 December 2014	27 April 2016
Bill Pontikis	Oakleigh	27 October 2012	
*John Sharkey	Mulgrave	14 June 2016	
Theo Zographos	Oakleigh	27 October 2012	

*Elected by count back.

Special Committee

Our Councillors are represented on one Special Committee: the Monash Gallery of Art Special Committee. Crs Brian Little and Robert Davies 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
- » Provide expertise to the Gallery Director regarding the gallery program in the context of the Business Plan
- » Develop Business Plans for the operation of the gallery
- » 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 31 May 2016, 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 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 they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision making process or from exercising their public duty. A register is maintained to record all conflict of interests disclosed by Councillors.

During 2015/16, 17 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) and residents and ratepayers are welcome to attend these meetings. Special Meetings of Council may also be called to discuss and decide on specific matters, for example the election of the Mayor.

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

Council meetings and locations in 2015/16:

2015

28 July	Mount Waverley Community Centre, 47 Miller Cres Mt Waverley
25 August	Monash Gallery of Art, Jells Road, Wheelers Hill
22 September (Special Meeting)	Civic Centre, 293 Springvale Road, Glen Waverley
29 September	Civic Centre, 293 Springvale Road, Glen Waverley
27 October	Clayton Community Centre, Cooke Street Clayton
23 November (Special Meeting)	Civic Centre, 293 Springvale Road, Glen Waverley
24 November	Civic Centre, 293 Springvale Road, Glen Waverley
15 December	Civic Centre, 293 Springvale Road, Glen Waverley

2016

27 January	Civic Centre, 293 Springvale Road, Glen Waverley
23 February	Civic Centre, 293 Springvale Road, Glen Waverley
29 March	Civic Centre, 293 Springvale Road, Glen Waverley
26 April	Civic Centre, 293 Springvale Road, Glen Waverley
3 May 2016 (Special Meeting)	Civic Centre, 293 Springvale Road, Glen Waverley
4 May 2016 (Special Meeting)	Civic Centre, 293 Springvale Road, Glen Waverley
24 May 2016 (Special Meeting)	Civic Centre, 293 Springvale Road, Glen Waverley
31 May 2016 (Special Meeting)	Civic Centre, 293 Springvale Road, Glen Waverley
31 May 2016	Civic Centre, 293 Springvale Road, Glen Waverley
28 June 2016	Civic Centre, 293 Springvale Road, Glen Waverley

Councillor Attendances

Councillor Meetings Attended

Robert Davies	16
Micaela Drieberg	15
¹ Nga Hosking	3
² Paul Klisaris	12
Geoff Lake	16
Brian Little	17
Jieh-Yung Lo	16
Katrina Nolan	15
Rebecca Paterson	15
³ Stefanie Perri	11
Bill Pontikis	16
⁴ John Sharkey	1
Theo Zographos	15

¹ Elected via countback on 23 May 2016

² Resigned 13 May 2016

³ Resigned 27 April 2016

⁴ Elected via countback on 14 June 2016

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 a Category 3 Council. For the period 24 December 2014 to 30 November 2015, the Councillor annual allowance for the City of Monash (as defined by the Local Government Act 1989) was fixed at:

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

The Minister for Local Government approved an annual adjustment of 2.5% to take effect from 1 December 2015. Following this adjustment, the annual allowances for Monash Councillors, for the period 1 December 2015 to 30 June 2016 were:

- » \$28,907 per annum for the Councillor allowance
- » \$92,333 per annum for the Mayoral allowance.

Councillor Expenses

In accordance with Section 75 of the Local Government Act 1989, Council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties. 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 2015/16 year are set out in the table below:

Councillor	Travel/ Park \$	Car Mileage \$	Child Care \$	Information & Communication \$	Conferences & Training \$	Total \$
Robert Davies	0	0	0	0	0	0
Micaela Drieberg	0	0	0	1,287.28	0	1,287.28
¹ Nga Hosking	0	0	0	0	0	0
² Paul Klisaris	0	0	0	698.93	0	698.93
Geoff Lake	0	0	0	0	0	0
Brian Little	0	0	0	0	0	0
Jieh-Yung Lo	0	0	0	2,180	0	2,180
Katrina Nolan	0	0	0	0	0	0
Rebecca Paterson	36.84	0	612.95	1,176.53	0	1,826.32
³ Stefanie Perri	0	0	0	710.76	0	710.76
Bill Pontikis	0	0	0	0	0	0
⁴ John Sharkey	0	0	0	0	0	0
Theo Zographos	0	0	0	1,025.87	0	1,025.87

¹ Elected via countback on 23 May 2016.

² Councillor resigned 13 May 2016.

³ Councillor resigned 27 April 2016.

⁴ Elected via countback on 14 June 2016.

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

Audit and Risk Committee

As part of its commitment to good governance, Council has an Audit & Risk Committee which acts as an independent advisory committee to Council, established under Section 139 of the Local Government Act 1989.

The committee's objective is to provide appropriate independent advice and recommendations to Council on matters relevant to the Committee's Charter to facilitate decision-making by Council in relation to the discharge of Council's accountability requirements. This includes providing Council with guidance on:

- » Internal and external financial reporting
- » Management of financial and other risks and the protection of Council assets
- » The effectiveness of the internal and external audit functions.

The committee also provides an effective means of communication between the external auditor, internal auditor, management and the Council.

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

Membership and attendance

The committee comprises five members: two Councillors and three independent members. Councillor members are appointed annually, while independent members are appointed for three year terms by Council following public recruitment processes.

The committee met four times in 2015/16. The meetings were held on: 18 August 2015, 8 December 2015, 1 March 2016 and 21 June 2016.

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

Name	Role	Member since	2015/16 attendance	
Geoff Harry	Independent member (Chair)	July 2014	4 rostered	4 attended
Bev Excell	Independent member	May 2013 (reappointed May 2016)	4 rostered	4 attended
Paul Klisaris	Councillor (Mayor 2014/15)	January 2015	1 rostered	0 attended
Geoff Lake	Councillor (Mayor from April 2016)	December 2013	4 rostered	2 attended
Rebecca Paterson	Councillor	June 2016	1 rostered	1 attended
Stefanie Perri	Councillor (Mayor 2015/16)	December 2015 (resigned April 2016)	2 rostered	1 attended
Michael Ulbrick	Independent member	May 2011 (reappointed May 2014)	4 rostered	4 attended

Council's Chief Executive Officer Andi Diamond, Director Corporate Services Jack Crawford, Chief Financial Officer Danny Wain, Manager Corporate Performance Ross Goeman 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 of Council's Financial, Standard and Performance Statements.

The committee also meet 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.

Key Activities for 2015/16

During the year the committee considered a range of risk, governance, internal control and business process matters, considered as part of the adopted Internal Audit program, and reviewed other business assurance activities of management including:

- » Cash collection and payment processing (Oakleigh Recreation Centre, Waste Transfer Station and Glen Waverley Golf Course)
- » Financial transaction analysis
- » Digital content management
- » Infrastructure Division contract management
- » Community grants
- » Non-rates revenue (including fees and charges)
- » Council Works Depot governance
- » Follow-up of outstanding internal audit actions
- » Oversight of the Risk and Opportunity Management function of Council
- » Review of the Electronic Document Management System project.

The committee considered the following additional matters, in accordance with its charter:

- » Bi-annual review of the Audit & Risk Committee Charter
- » Performance of the Internal Audit function
- » Tender process to appoint Council's Internal Auditors
- » Victorian Auditor General's Office (VAGO) performance reports relevant to Local Government and Council's self-assessment/action plans relating to the findings of each report
- » Independent Broad-based Anti-Corruption Commission (IBAC) and Victorian Ombudsman reports relevant to Local Government and Council's self-assessment/action plans relating to the findings of each report

- » Council reports and processes related to the State Government's Local Government Performance Reporting Framework (LGPRF) requirements.

The Committee Chairperson Geoff Harry met with Council in October 2015 to brief it on current issues and the performance of the Audit & Risk Committee. Mr Harry highlighted committee activities and other key areas including the Strategic Internal Audit Plan, VAGO audits and Risk & Opportunity Management processes.

In accordance with best practice, the committee also undertook a self-assessment to evaluate its performance against the objectives of the committee as articulated in its charter. No substantive issues were raised in this assessment.

Internal Audit

Council's contract for Internal Audit services with PricewaterhouseCoopers (PwC) was completed on 30 June 2016. Following a public tender process, Pitcher Partners was appointed as Council's new Internal Auditors effective from 1 July 2016. Pitcher Partners prepared a three-year Strategic Internal Audit program for review by the committee, and adoption by Council, in September 2016.

External Audit

Council's External Auditors are the Victorian Auditor-General's Office (VAGO). The committee reviewed and discussed Council's 2014/15 Annual Financial, Standard and Performance Statements. It also considered responses prepared by management for matters raised in the annual statutory audit and monitored the progress of management in implementing agreed actions.

Risk and Opportunity Management

Council's Executive Leadership Team and Audit and Risk Committee continue to oversee the progress and effectiveness of Risk and Opportunity Management in Monash.

Consistent reporting ensures there is continued focus on the management of risks and opportunities. The policy and framework which guides Council in identifying and managing risks and opportunities continues to be embedded into decision-making across the organisation.

Council's portfolio of insurance policies, including the maximum amount Council is insured for, underwent a review which will be reflected in the forthcoming year. This review reflects the diversity of activities and threats faced by Local Government. The 2015/16 portfolio was 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. In 2015/16, Monash Council experienced a very minor .06% increase to the portfolio's premium due to a minor increase in claims.

Asset Management

Council is the custodian of an extensive asset portfolio valued at \$2.85 billion which comprises:

- » \$2 billion of Council owned land
- » 303 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
- » 175 playgrounds within reserves and associated with community facilities
- » 82 sports grounds
- » 719 lights over Council sporting grounds, reserves and car parks
- » A pedestrian network of 1,550 kilometres of on-road pathways and 49 kilometres of off-road pathways
- » A road network of 732 kilometres of local roads and 25 kilometres of right of ways
- » 489 structures including 432 retaining walls and 57 bridges, jetties and boardwalks
- » 197 off-street car parks and Council plant and fleet comprising of 267 registered vehicles.

In 2014/15 Council adopted a new Asset Management Policy to guide sustainable management of Council's assets to meet current and future community needs. The 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.

Projects completed in 2015/16 that support the delivery of the Asset Management Policy included:

- » A review of the resourcing of the Asset Management Team including identifying the skills and resources required to effectively improve asset management and the development of a plan to address identified skill and resource gaps
- » Alignment of capital works and the asset management planning and reporting structure
- » Creation of a template for revised Asset Management Plans to ensure they are comprehensive and quality is consistent
- » Development of a program for the timing of each Asset Management Plan review and update
- » Development and adoption of an Asset Disposal Policy
- » A feasibility assessment of Council's current asset management information system.

Information and Communications Technology

Council's Information and Communications Technology (ICT) department has undergone a major transformation over the past 12 months. The ICT infrastructure is now completely virtualised and we are utilising Cloud services for disaster recovery.

ICT supports more than 1,200 users and 750 workstations over 30 sites and services of Council. ICT has also taken on responsibility for telecommunications and printing services.

Projects planned for the 2016/17 include:

- » Upgrade of existing core software applications in the organisation
- » Introduction of further online services for internal and external customers
- » Upgrade of telecommunications and call centre infrastructure and moving to unified communications
- » Upgrade and roll out of Windows 10 and Office 365 to all users
- » Increasing the use of mobility within the organisation.

Governance and Management Checklist

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

Governance and Management Items	Assessment
<p>1 Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)</p>	<p>Policy Date of operation of current policy: 1 April 2013</p>
<p>2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)</p>	<p>Guidelines Date of operation of current guidelines: 1 April 2013</p>
<p>3 Strategic Resource Plan (plan under Section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)</p>	<p>Adopted in accordance with section 126 of the Act Date of adoption: 28 June 2016</p>
<p>4 Annual budget (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)</p>	<p>Adopted in accordance with section 130 of the Act Date of adoption: 28 June 2016</p>
<p>5 Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)</p>	<p>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</p>
<p>6 Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)</p>	<p>Strategy Date of operation of current strategy: 1 July 2016</p>
<p>7 Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)</p>	<p>Policy Date of operation of current policy: 24 February 2015</p>
<p>8 Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)</p>	<p>Policy Date of operation of current policy: 31 December 2015</p>
<p>9 Municipal Emergency Management Plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)</p>	<p>Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986 Date of preparation: 1 December 2013</p>
<p>10 Procurement Policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)</p>	<p>Prepared and approved in accordance with section 186A of the Local Government Act 1989 Date of approval: 31 May 2016</p>

Governance and Management Items	Assessment
<p>11 Business Continuity Plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)</p>	<p>Plan</p> <p>Date of operation of current plan: 1 December 2014</p>
<p>12 Disaster Recovery Plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p>Plan</p> <p>Date of operation of current plan: 1 December 2014</p>
<p>13 Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)</p>	<p>Framework</p> <p>Date of operation of current framework: 24 February 2015</p>
<p>14 Audit and Risk Committee (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)</p>	<p>Established in accordance with section 139 of the Act</p> <p>Date of establishment: 8 November 1995</p>
<p>15 Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)</p>	<p>Engaged</p> <p>Date of engagement of current provider: 31 May 2011</p> <p>(New auditors appointed effect 1 July 2016)</p>
<p>16 Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)</p>	<p>Framework</p> <p>Date of operation of current framework: 31 May 2016</p>
<p>17 Council Plan reporting (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</p> <p>Date of reports: 26 October 2015, 25 January 2016, 23 May 2016 and 5 August 2016</p>
<p>18 Financial reporting (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: 24 November 2015, 23 February 2016, 31 May 2016 and 30 August 2016</p>
<p>19 Risk reporting (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: 1 March 2016, 16 August 2016</p>
<p>20 Performance reporting (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>Reports</p> <p>Date of reports: 1 March 2016 and 30 August 2016</p>
<p>21 Annual report (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: 27 October 2015</p>

Governance and Management Items	Assessment
22 Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by councillors)	Reviewed in accordance with section 76C of the Act Date reviewed: 31 May 2016
23 Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act Date of review: 25 June 2013
24 Meeting procedures (a local law governing the conduct of meetings of council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 20 November 2007

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



Andi Diamond
 Chief Executive Officer
 Dated: 28 June 2016



Cr Geoff Lake
 Mayor
 Dated: 28 June 2016

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), during normal business hours. Copies of these documents can also be obtained at the Civic Centre.

- » 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
- » Names of Council officers who were required to submit a return of interest during the financial year and the dates the returns were submitted
- » Details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months
- » Names of Councillors who submitted returns of interest during the financial year and the dates the returns were submitted
- » The agendas for, and minutes of, ordinary and special meetings held in the previous 12 months other than those relating to a part of a meeting which was 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
- » Submissions received in accordance with Section 223 of the Act during the past 12 months
- » The minutes of special meetings held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public
- » A register of delegations
- » Details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease
- » A register maintained under section 224(1A) of the Act of authorised officers appointed under that section
- » A list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant
- » 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 for works without first engaging in a competitive process.

Disability Action Plan

The Disability Action Plan 2013-2017 guides Council in addressing access and inclusion issues to ensure that people with a disability have the opportunity to fully participate in all aspects of life in Monash.

The action 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 this 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.

Consultative Committee and the Monash Access and Inclusion Network. In addition, the plan was 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.

The plan was developed in consultation with the Monash community, Council staff, the Monash Disability

Domestic Animal Management Plan

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

Council has a dual role of enforcing relevant State legislation and its own Local Laws while also educating our community on issues of animal management and responsibilities associated with pet ownership.

In 2015/16, work continued on the ongoing elements of the Domestic Animal Management Plan which will

be succeeded by a new plan in 2017. The current plan has delivered some significant outcomes including:

- » The introduction of compulsory desexing for cats
- » The creation of a local law that makes it an offence to feed a stray animal
- » A revision of the order that deals with the control of dogs in public places
- » The introduction of lifetime registration tags
- » The installation of drinking fountains and 'poo bag' dispensers in some reserves.

Food Act Ministerial Directions

In accordance with Section 7E of the Food Act 1984, Council is required to publish a summary of any ministerial directions received during the financial year in its Annual Report.

In 2015/16, no ministerial directions were received by Council.

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 the function of Freedom of Information laws and the information that is available. Council has chosen to publish the statements separately, however provides the following summary of the application and operation of the Freedom of Information Act 1982.

Access to documents may be obtained through making a request to Council's Freedom of Information Officer. The requests should:

- » Be in writing
- » Identify as clearly as possible which document is being requested
- » 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 2015/16

FOI applications received	29
FOI applications transferred to another agency	1
FOI applications responded to within statutory timeframe	27
Access granted in full	23
Access granted in part	4
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.

Council's Protected Disclosures Policy and Procedures are available on Council's website at www.monash.vic.gov.au/protected-disclosures. Hard copies can be mailed to people on request.

In 2015/16, Council 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.

In 2015/16, no ministerial directions were received by Council.

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 override any of the relevant provisions of the Freedom of Information Act 1982 as those provisions relate 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 at www.monash.vic.gov.au/information-privacy. 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.

Emails 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 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: <ul style="list-style-type: none">» Provide how the common seal of Council may be used» Provide who may authorise the use of the common seal» Delegate the power to authorise the use of the common seal» Prescribe who may witness the affixing of the common seal» Provide for the more efficient transaction of Council business» Provide for the peace, order and good government of the municipal district of Council» Provide for the administration of Council powers and functions.
Community Amenity Local Law No.3	The objectives of this Local Law are to: <ul style="list-style-type: none">» Provide for the peace, order and good government of the municipal district» Promote a physical and social environment free from hazards to health, in which the residents of the municipal district can enjoy a quality of life that meets the general expectations of the community» To prevent and suppress nuisances 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:<ul style="list-style-type: none">• 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: <ul style="list-style-type: none">a. Prohibit smoking within the confines of a playground located within a Council reserveb. Protect the health and enjoyment of Council's residents and ratepayers, and the amenity of the municipal districtc. 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: <ul style="list-style-type: none">» Provide for the peace, order and good government of the municipal district» Promote a physical and social environment free from hazards to health, in which the residents of the municipal district can enjoy a quality of life that meets the general expectations of the community» 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 often referred to as a 'garden city' due to our 125 well maintained parks and reserves, as well as private gardens and canopy street trees. Many public reserves contain indigenous vegetation and form important corridors which provide a haven for habitat and native wildlife.

We are home to some of Melbourne's best known institutions including Monash Medical Centre, Monash University, Holmesglen TAFE and the Victoria Police Academy. We also have developed a reputation as a technology and business centre thanks to the Australian Synchrotron and the large companies which have their headquarters here including Robert Bosch, NEC, BMW, Telstra, Biota, Mercedes Benz, Nestle and Toyota Research Facility. Together businesses in Monash provide more than 118,000 jobs, making Monash second only to Melbourne's CBD for job opportunities.

Our City is connected to the rest of Melbourne by major roads including the Monash and Eastern Freeways and EastLink and we have an extensive public transport network including trains and buses.

History of Monash

Although the City of Monash was created as recently as December 1994, the area's history of settlement stretches back more than 150 years. The original inhabitants of the area were the Bunurong tribe, one of four tribes that made up the Kulin nation that lived in what was to become Melbourne and surrounding areas.

The City of Monash was formed in 1994, following the amalgamation of the former Cities of Oakleigh and Waverley. Our City is named after General Sir John Monash who is regarded as one of Australia's greatest heroes. General Sir John Monash was a civil engineer and volunteer soldier who rose to the highest rank in the Australian Army by the end of World War 1.

Council Contacts

Monash Civic Centre

293 Springvale Road, Glen Waverley, 3150

Hours: 8.15am 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

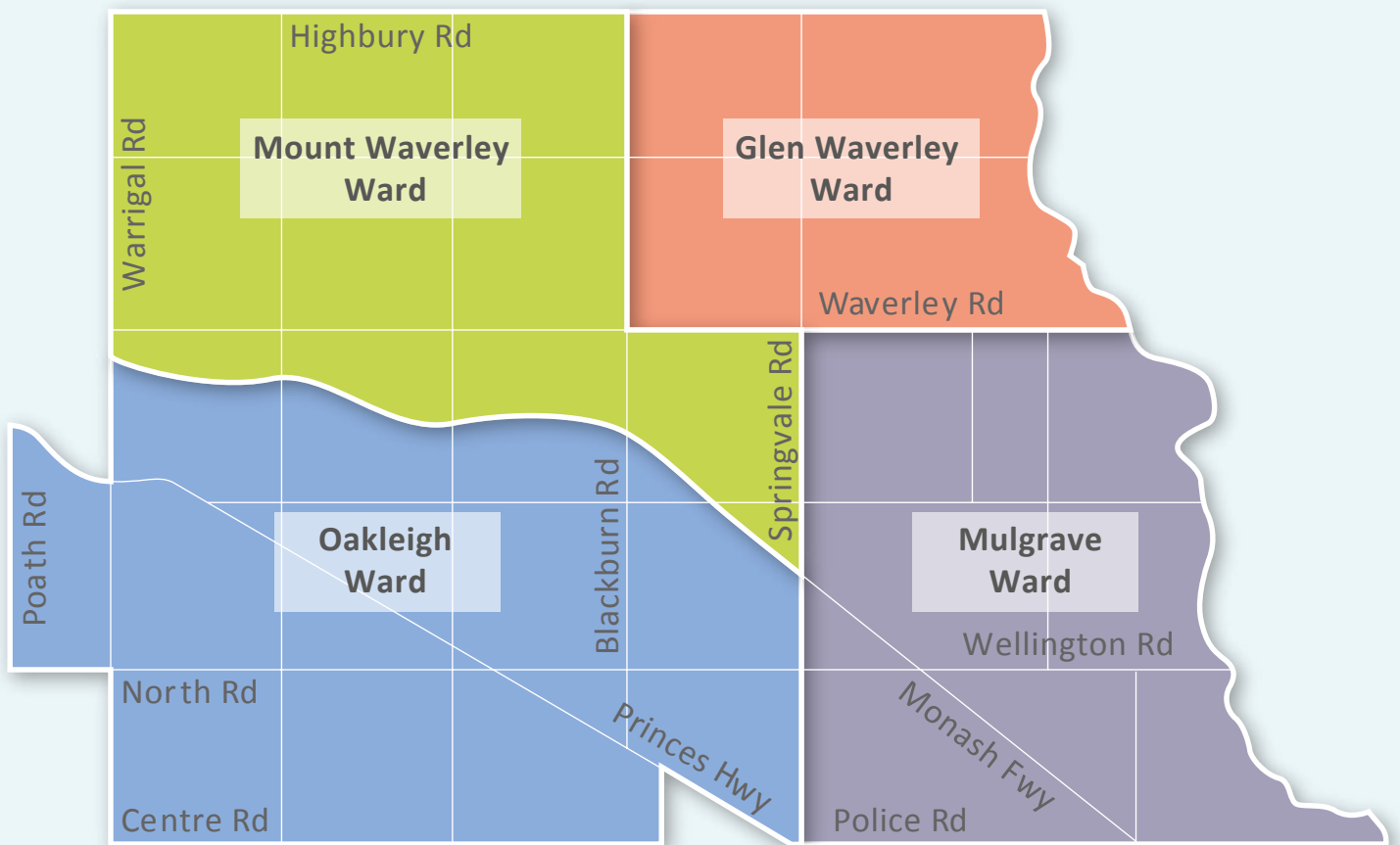
Postal address: PO Box 1, Glen Waverley, VIC 3150

Councillors

The Monash community elects 11 Councillors to plan for the long-term future of the city and to represent their views. The current Council was elected for a four year term which will end in October 2016.

Monash is divided into four wards: Glen Waverley, Mount Waverley, Mulgrave and Oakleigh. Two Councillors represent Glen Waverley ward, while there are three Councillors in each of the other three wards.

Each year the Councillors vote for a Mayor and Deputy Mayor for the following 12 months. In November 2015, Cr Stefanie Perri was elected Mayor and Cr Rebecca Paterson was elected Deputy Mayor. Following the resignation of Cr Perri in April 2016, Cr Geoff Lake was elected Mayor in May 2016.






Organisation Structure

Our organisation is led by an Executive Leadership Team which includes the Chief Executive Officer, four directors, two executive managers and a manager. They work with a team across Council to provide services to our community and to carry out the strategic directions in the Council Plan.

Here is our Executive Leadership Team and Management Team, as at 30 June 2016:



Chief Executive
Andi Diamond



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



Manager
Communications
Ainslie Gowan

Areas of responsibility:

- » Media Liaison
- » Council's Website, social media and community newsletter
- » Community consultation leadership



Director
City Development
Peter Panagakos

Areas of responsibility:

- » Building Regulation
- » Economic Development
- » 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 Strategic Planning and Economic Development
Sean McNamee



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
- » 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
Chris Thompson



Manager Community Planning and Development
Fee Harrison



Manager Information and Arts
Jenny Ruffy

**Director
Corporate Services**
Jack Crawford



Areas of responsibility:

- » Corporate Performance
- » Finance
- » Strategic Procurement
- » Information and Communications Technology



Chief Finance Officer
Danny Wain



Manager Corporate Performance
Ross Goeman



Manager Information Technology
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
(retired July 2016, Simon Hill appointed September 2016).

Council Staff

Below is a summary of the number of full time equivalent (FTE) staff categorised by employment and gender, as at 30 June 2016.

Employment Classification	Female - FTE	Male - FTE	TOTAL - FTE
Band 1	2.83	3.67	6.50
Band 2	53.51	32.84	86.35
Band 3	101.92	80.04	181.96
Band 4	75.89	42.22	118.11
Band 5	71.49	50.02	121.51
Band 6	61.44	31.00	92.44
Band 7	32.03	25.64	57.67
Band 8	4.00	11.60	15.60
Band Not Applicable	31.48	22.86	54.34
TOTAL	434.59	299.89	734.48

Below is a summary of the number of full time equivalent (FTE) Council staff by organisational structure, employment type and gender as at 30 June 2016.

Employment Type/ Gender	Executive FTE	Corp. Services FTE	Infrast FTE	City Dev FTE	Comm Dev & Serv FTE	TOTAL FTE
Permanent FT - F	28.00	20.00	34.00	31.00	100.00	213.00
Permanent FT - M	10.00	16.00	149.00	28.00	33.00	236.00
Permanent PT - F	11.90	6.28	4.54	8.43	109.96	141.11
Permanent PT - M	2.36	0.60	1.44	0.52	17.31	22.23
Temporary FT - F				3.00	8.00	11.00
Temporary FT - M				3.00	3.00	6.00
Temporary PT - F				1.33	2.51	3.84
Temporary PT - M						0.00
Casual - F	0.84		0.06	0.92	63.84	65.66
Casual - M	1.74		2.60	0.30	31.00	35.64
TOTAL	54.84	42.88	191.64	76.50	368.62	734.48

Legend: FT - Full Time, PT - Part Time, M - Male and F - Female



Equal Opportunity

At Monash, we are committed to treating all of our employees fairly and equitably. We provide a safe, productive and congenial work environment where employees are not subject to harassment, discrimination, bullying or occupational violence of any kind.

In line with this culture, 142 employees participated in a two hour program about bullying and harassment in 2015/16. The program covered Council's Equal Opportunity Policy and Guidelines, Harassment Policy and Guidelines, and discussions of 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 continued to provide in-house training to staff in Selection Interview Techniques which has reinforced our requirement for merit-based selection.

A total of 43 new permanent staff members participated in Council's half day Corporate Induction Program in 2015/16. As part of this program, all new staff members are provided with full details of the Equal Opportunity, Harassment and Bullying and Occupational Violence policies, guidelines and processes.

Training and Development

We continued to place major emphasis on staff training and development In 2015/16, with a total of 674 staff participating in at least one corporate training session.

The Leadership Development Program continued, with extensive training provided in conducting Performance Conversations, setting clear objectives and having difficult conversations with staff.

Personal awareness programs offered to leaders included: mental health awareness (delivered by Beyond Blue); bullying and harassment awareness; and Unconscious Knowledge and Bias (facilitated by the Centre for Ethical Leadership, Melbourne University) which explored the role of unconscious bias in judgments and decision-making. The focus of our Authentic Leadership Program was strengths-based leadership (offered to the 120 strong leadership group), coaching circles and individually tailored sessions for some leaders in our organisation. Particular attention was given during the year to ensure new leaders to the organisation were provided with key training components.

In July 2015, an Employee Assistance Program (EAP) offering free counselling to employees and direct family members was launched for all staff. All leaders participated in a one hour session that covered the benefits of the EAP for themselves and their staff.

Through the Corporate Training Calendar we continued to offer a range of development programs to all employees. This training covers both personal and professional skills development. In 2015/16, 29 different sessions were offered, many running multiple times. The sessions embraced culture (such as diversity and cross culture awareness), work skills (including time management, excellent customer service, recruiting, critical thinking and problem solving) and personal development (such as resilience, conflict management and communication skills).

In 2015/16, a new segment of staff training Foundation Courses was introduced. These are facilitated by subject matter experts from within Monash on workplace topics specific to local government such as governance and community engagement; procurement processes; and budget management.

In addition to Council's Leadership Development Program and Corporate Training opportunities, each department across Council has a budget to fund training to support the specialist knowledge and technical skills of staff such as first aid training, forklift driving licenses and town planning.

In October 2015, Monash also launched a revised Study Assistance Policy, supporting employees to undertake tertiary study through financial assistance and providing study time. The review of the policy resulted in an increased number of employees accessing this support.

The Corporate Health and Wellbeing Program supports Council employees by promoting a balanced and healthy lifestyle. A range of activities was offered through this program in 2015/16 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 such as a Walk the Block program; Premier's Active April Challenge; fruit box promotion; healthy lunch box challenge; RUOK day?; and meditation sessions.

Council offers a significant Work Experience program for Year 10 students who live in, or attend school in Monash with more than 55 students participating in the program in 2015/16. The students were provided with work placements in Council departments.

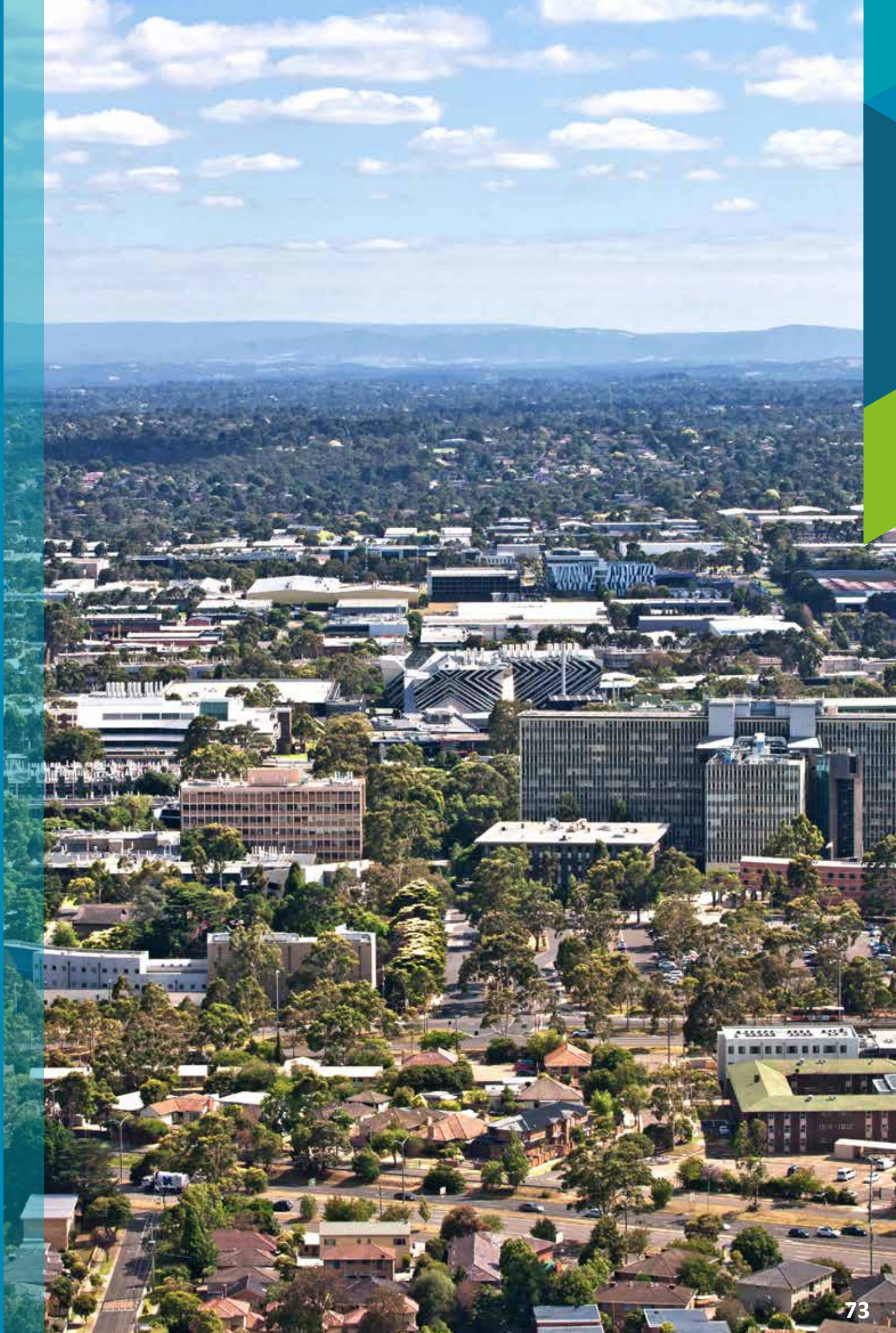
Occupational Health and Safety

The wellbeing and safety of all Council employees and members of our community remains one of Council's highest priorities.

It was pleasing to see that Council's safety data for 2015/16 showed further improvements in our Occupational Health & Safety performance. We continue to review work systems and define the responsibilities of managers and staff. In addition, our health and wellbeing committee has implemented several initiatives.

The focus for 2015/16 was to continue to embed safety leadership at all levels within Council. Key initiatives included:

- » An online safety incident and hazard reporting system was introduced across Council. About 100 safety leaders were trained in the use and application of the new system. The Incident Reporting System has considerably reduced the amount of paperwork when reporting an injury, near miss or hazard improvement observation. Additionally, this reporting mechanism has been expanded to include workers' compensation cases. Generally, it has been well received, has streamlined the process and is monitored daily by the OHS Unit for categorising and forwarding to the responsible officers for attention
- » The Infrastructure Division safety management system [SafetyMap] was re-certified following an external audit. The Safety Committee reviewed 30% of the safety management system documentation to define the responsibilities of staff, in conjunction with reviewing Infrastructure OHS processes
- » Safety education continued through the review and redistribution of the Safety Leaders Handbook
- » Council's safety consultative network shared knowledge and received reports on initiatives. The corporate safety committee convened as per its meeting schedule. Training was organised for new employee representatives. Occupational Health & Safety statistics and information is available on Council's intranet to ensure all staff are informed and kept up to date on progress and current issues and developments.



SectionFour

Our Performance

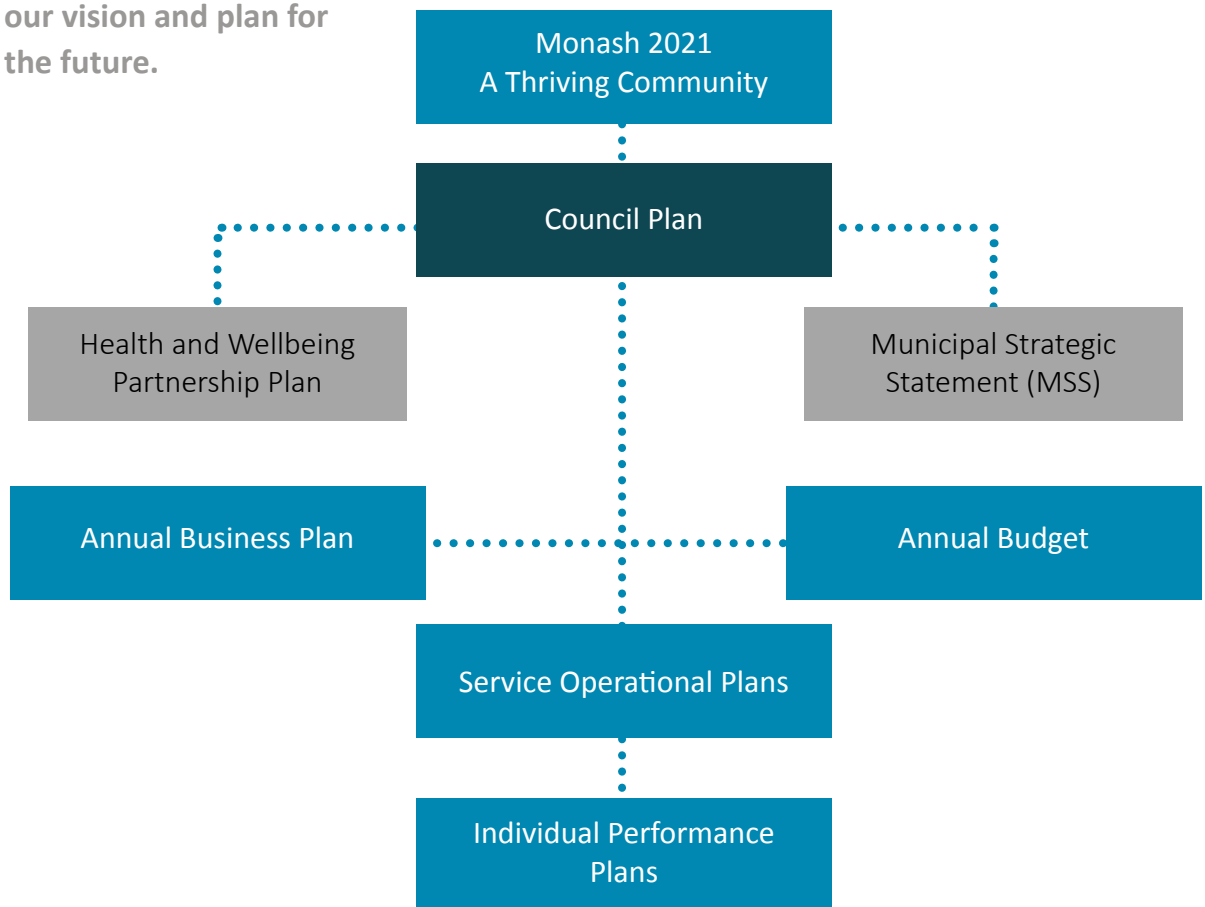


Council's Strategic Planning Framework

Council has a strategic planning framework that guides our 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 initiatives in that year.

Council's other two major strategic documents are our Annual Budget and our 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 key Directions and Principles to focus on:

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

Performance

Our 2015/16 performance is outlined in this Annual Report against the Directions and Principles (at left), 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 these services to
- » Results against the State Government's 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 2015/16 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Variance \$'000
Council Halls	Management and operation of Council's halls for use by the community. Income and expenditure includes Batesford Hub which has been transferred from Direction Three, i.e. Community Planning & Development, income \$94,000, expenditure \$159,000, net cost of \$64,000.	(89) (24) 65
Library and Information Services	This includes library services and community information and arts administration. A total of \$27,000 expenditure was transferred from Direction Three i.e. Cultural Activities.	4,194 4,346 152
Recreation	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.	439 381 (58)
Parking Supervision	The facilitation of various parking permit schemes. Excludes \$280,000 administration expenditure, actual charged to Building and Planning Control.	(3,233) (3,067) 166
Building and Planning Control	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. Includes \$840,000 i.e. City Planning Administration in the 2015/16 Budgets costs split between Parking Supervision, Public Health, Building & Planning Control and Local Laws.	2,157 2,649 492
Infrastructure Maintenance	Maintenance of Council's footpath, road and drain infrastructure and capital works management.	6,778 6,971 193
Emergency Readiness	Emergency management and incident coordination, incident investigations, municipal depot and Occupational Health and Safety.	221 113 (108)
Asset and Building Maintenance	Asset and building maintenance including fencing, signs, street furniture, trees and playgrounds. Includes \$14,000 budget transferred from indoor plants to trees from Horticultural Services.	10,394 10,309 (85)
Waste, cleansing and recycling	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.	13,218 15,608 2,390
Engineering and Design	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.	1,969 1,900 (69)
Horticultural Services	Building, garden, park, sports ground and reserve horticulture services to ensure the amenity of the City. Indoor plants budget of \$14,000 transferred to trees in Asset and Building Maintenance.	5,854 5,837 (17)

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

- 1.1.1** Review the accessibility and quality of public open spaces across Monash for development of a new Public Open Space Strategy for Monash “Creating Better Spaces”
- 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
<p>1.1.1a MAJOR INITIATIVE Develop stage two of the Public Open Space Strategy to determine direction for the future needs, provision, design and management of public open space.</p>	<p>Progressing. Council is working on a Public Open Space strategy that will provide direction regarding the provision, role, design and management of public open space in Monash over the next 10 years. The first stage of community consultation is complete and further consultation will occur in 2016/17. The project was delayed while Council undertook additional consultation on the review of residential zones (Amendment C125). As a result this project was not delivered by June 2016.</p>
<p>1.1.2a Implement funded priorities from the Walking and Cycling Strategy including upgrades to Scotchmans Creek Trail and the Dandenong Creek shared path.</p>	<p>Complete. A section of the Scotchmans Creek Trail in Chadstone (between Warrigal Road and Drummond Street) was completed by March 2016. Two steel and timber bridges across Scotchmans Creek servicing the shared pathways were also renewed. A section of the Dandenong Creek Trail in Mulgrave (between Royal Oak Court and along the rear of Oliver Court) was also completed by March 2016.</p>
<p>1.1.3a Implement the following projects inspired by the Intergenerational Active Spaces Feasibility Study: Upgrades of play spaces at Baily Street Reserve and Tally Ho Reserve in Mount Waverley; Waverley Women’s Sports Centre in Wheelers Hill; MacKellar Avenue Reserve in Mulgrave; Reg Harris Reserve in Oakleigh East; Viewpoint Avenue Reserve and Woodlea Drive Reserve in Glen Waverley; and of the fitness track in Freeway Reserve.</p>	<p>Complete. The eight playspaces and fitness track projects have been completed. Before the work was undertaken extensive community consultation was completed. More than 12,000 households received information and were offered the opportunity to have a say on the playspace redevelopments.</p>

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

1. Develop a Master Plan for Freeway Reserve.

1. Complete. After extensive community consultation the Freeway Masterplan was completed and endorsed by Council in May 2016. The masterplan considered the current and future needs of the user groups and the community. The plan aims to ensure that:

- » The large area of open space remains relevant
- » The quality and standard of facilities is improved
- » The area has multiple uses and
- » It is well utilised into the future.

2. Implement a recreation software package to provide for online reserve/ground bookings.

2. Complete. A new Integrated Monitoring System is in place ready to commence at the change of season in September 2016. The software will provide an easy-to-use online booking system for clubs and the broader community to view and book Monash's approximately 100 sports facilities. The system will provide efficiencies for both Council and the community by transferring a manual process into a modern online system opening up these community facilities to all.

3. Commence pavilion upgrades at Argyle Reserve in Hughesdale; Central Reserve South in Glen Waverley; and Scammell Reserve in Oakleigh.

3. Complete. These projects were all started during the 2015/16 financial year, involving extensive consultation with the relevant sporting clubs. With Argyle Reserve, the pavilion design has been finalised and construction is expected to be completed by 30 June 2017. With Scammell Reserve, a concept design will now progress into full design following the announcement of an additional \$500,000 funding from the State Government. With Central Reserve South, the concept design was signed off by the club prior in May 2016. Construction of the Scammell Reserve and Central Reserve South pavilions is expected to begin in 2017.

4. Undertake stage two of the Valley Reserve intergenerational playspace.

4. Complete. Valley Reserve has been transformed into an intergenerational space attracting large numbers of Monash residents and visitors from across Melbourne. The playspace has been awarded a Parks and Leisure Australia award for best new major Victorian playspace (in the above \$500,000 category), highlighting the innovative design and different experiences it provides across all generations. Stage two of the Valley Reserve improvements was completed with an upgrade of the car park and toilet facilities.

5. Planning and design for enhancements at the Electra Community Centre in Ashwood, subject to a matching funding commitment.

5. Progressing. This project was delayed as we needed more time to achieve a design that met the Ceres Calisthenics Club's requirements and to confirm funding commitments. The club expressed a preference for construction to begin after a major event in October 2016. The extension is expected to be completed by 30 June 2017.

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 Implement key aspects of Council's Domestic Animal Management Plan 2013-2017

Strategic Indicator/Measure

Progress

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

Complete. All funded priority areas identified for footpath renewal works were completed in 2015/16. This included the replacement of 19,600m² (or 14.5 kilometres) of footpath.

1.2.1c Continue the implementation of the overhanging vegetation program to ensure residents have safe access to footpaths.

Complete. A staff member has been assigned to inspect every street for overhanging vegetation, with residents then asked to remove any overhanging vegetation. We have aligned our inspection program with Council's street tree pruning program so any overhanging street trees are addressed at the same time.

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

Complete. Animal management staff held information booths at the Family Fun Day in Chadstone (in November 2015) and the Mulgrave Neighbourhood Day (in May 2016), and delivered a presentation to the Mount Waverley Neighbourhood Watch group. Officers conducted routine weekend patrols of parks and reserves, talking with dog owners and promoting dog control measures. An information booklet was enclosed with all outgoing correspondence associated with animal management matters, and an article that focused on preventing dog attacks was published in the June 2016 edition of the Monash Bulletin community newsletter.



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

1.3.2 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

1.3.2a Implement the funded priorities from the Street Tree Strategy which is expected to be adopted in 2015/16.

Complete. The Street Tree Strategy, which included an implementation program, was adopted by Council in June 2016. Council included \$240,000 in the 2016/17 budget to assist with the implementation of strategy actions. Developed in collaboration with the Monash community, this 30-year strategy identifies trees that are in declining health and which need to be replaced. A significant part of the strategy is a 15-year planting program. An annual planting plan will be set and delivered each year.

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 2016 a total of 119,105 trees, shrubs and groundcovers had been planted. Of these 1,782 were street trees.

1.3.4c Complete the first stage of new residential zone implementation to enhance the protection of the 'garden city' character of Monash.

Complete. Several changes were made to Council's original proposals for the new residential zones, following community feedback. Council has referred the amendment to an independent panel for consideration. The panel hearings will be held in September 2016 and everyone who made a submission will be invited to speak.

1.3.5b Detailed and ongoing community consultation and information program on the implementation of the new residential zones throughout 2015/16.

Complete. Council undertook two rounds of community consultation on the residential zones. The first conducted in August 2015 saw more than 700 people attend one of 15 drop-in sessions, with 986 submissions received. A second round of consultation was held in February and March 2016 to reach more of the community. In the second round, 90,000 letters were sent, an online web forum was created and three consultation forums were held. Council received 450 written submissions and there were 1,002 comments and 540 questions asked on the website.

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

1.4.3 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

Strategic Indicator/Measure

Progress

MAJOR INITIATIVE

1.4.1a Progress the Expression of Interest (EOI) for the development of Council land bounded by Springvale Road, Coleman Parade, Kingsway and Railway Parade North in Glen Waverley including investigating community needs for possible inclusion of a community hub on part of the land.

Complete. In late 2015, Expressions of Interest were sought from suitable developers interested in purchasing and developing the site. Twenty responses were received and in March 2016 Council developed a shortlist of five developers and invited those companies to submit detailed proposals for the site. The developers’ detailed proposals are expected to be considered by Council in 2017 when there is also expected to be further community consultation. This is considered to be a once in a lifetime opportunity to make this central Glen Waverley site deliver outstanding outcomes for the community.

1.4.1c Complete the planning scheme amendment process for the Glen Waverley Structure Plan.

Complete. The Glen Waverley Centre Structure Plan was adopted by Council in September 2014. Council proposed an amendment to the planning scheme (known as Amendment C120) to embed the structure plan in the scheme. Council consulted with the community on the proposed amendment in mid-2015. Council then referred C120 to an independent planning panel, which held a public hearing in February 2016. Amendment C120 was adopted by Council, with modifications, in May 2016 and submitted to the Minister for Planning for approval.

Strategic Indicator/Measure	Progress
<p>1.4.3a Implement actions within the Monash Economic Development Strategy and Action Plan for supporting local businesses, including promote further investment in the National Employment Cluster.</p>	<p>Complete. Work to update an online business directory was completed, with the directory expected to go live by late 2016. Council participated in the South East Manufacturing Expo in Dandenong in May 2016 to promote the National Employment Cluster.</p>
<p>1.4.3b Continue to support Trader Associations to be active and effectively focus on promotional and operational issues for their respective activity centres.</p>	<p>Complete. The renewal of a 10-year Special Charge program for marketing and promotion of the Pinewood Shopping Centre was finalised. Council worked with Mount Waverley traders to assist in establishing a local traders association. In consultation with local traders, Council developed a Christmas decorations strategy to promote the festive season across seven local shopping centres in Monash. The strategy was adopted by Council at its meeting of 28 June 2016. Council continued working with trader groups at other centres including Clayton and Glen Waverley.</p>
<p>1.4.3c Work with the Melbourne East councils to develop and implement a Regional Investment Attraction Strategy.</p>	<p>Complete. Monash worked with other councils in 2015/16 to develop the Melbourne East Regional Investment Strategy - Melbourne East 2020 which promotes the eastern region as the premier lifestyle and business destination.</p>
<p>1.4.3d Progress implementation of Council's Graffiti Removal Strategy and Policy</p>	<p>Complete. All works programmed for 2015/16 were completed. These included several street art projects in Huntingdale (on a railway station wall and a milkbar wall in Huntingdale Road) and in the Mary St Laneways, Clayton. The street art projects deter ugly graffiti tagging and increase the perception of safety for people visiting these areas.</p>
<p>1.4.4 Implement the Year One actions of the Public Library Service Strategic Plan, which is expected to be adopted in 2015/16.</p>	<p>Complete. Each of the actions identified for 2015/16 were achieved. These included:</p> <ul style="list-style-type: none"> » iPad sessions as part of Seniors Festival events and in Mandarin with the Chinese Seniors Association » 'Tech Savvy' sessions with 10 groups of residents from culturally diverse backgrounds » Information training sessions on how to use 'MyGov' » 'Maker space' programs promoting technical literacy » Storytimes and activities at festivals » A Justice of the Peace service » Storytimes, PC classes and school holiday activities at the Power Street Neighbourhood House.



Service Performance Indicators

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

Service/Indicator/Measure	Result		Material Variations
	2015	2016	
Libraries			No material variations
Utilisation			
Library collection usage [Number of library collection item loans/ Number of library collection items]	6.03	6.48	
Resource Standard			
Standard of library collection [Number of library collection items purchased in the last five years/number of library collection items] x100	68%	75%	An increase in the purchase of new materials has led to a higher proportion of library stock less than five years old.
Service cost			
Cost of library service [Direct cost of the library service/number of visits]	\$5.24	\$5.67	The increase in cost is largely due to Local Government Victoria revising the definition of operating costs to include eResources.
Participation			
Active library members [Number of active library members/municipal population x100]	19%	19%	There has been no change in the proportion of library members borrowing materials.
Statutory Planning			
Timeliness			
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	80	87	Increase in the time to decide is due to a 22% increase in the number of applications received for the year. Council has approved two new positions in the 2016/17 Budget to address this.
Service standard			
Planning applications decided within 60 days [Number of planning application decisions made within 60 days/number of planning application decisions made] x100	74%	67%	The decrease in decision time is due to a 22% increase in the number of applications received for the year. Council has approved two new positions in the 2016/17 Budget to address this.
Service cost			
Cost of statutory planning service [Direct cost of statutory planning service/number of planning applications received]	\$1,537	\$1,442	The decrease in cost is due to additional revenue from an increase in the number of applications with no increase in service expenditure.
Decision making			
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]	49%	55%	We have received more planning applications in the 2015/16 financial year compared to the previous year and consequently more decisions have been made. VCAT's decisions during this period are largely agreeable to our decision, as compared to the previous year. In the last year, VCAT has made changes to permit conditions through the appeal process rather than overturning our decisions. This means that there is greater consistency across Council in our decision making, and greater alignment with the Monash Planning Scheme, as VCAT is more favourably affirming our decisions (subject to conditions).
Roads			
Satisfaction of use			
Sealed local road requests [Number of sealed local road requests/ kilometres of sealed local roads] x100	22	19	Council is providing more information to residents on a proactive basis via Customer Service cards, which we believe may have resulted in a reduction in requests of this nature.

Service/Indicator/Measure	Result		Material Variations
	2015	2016	
Condition Sealed local roads below the intervention level [Number of kilometres of sealed local roads below the intervention level set by Council/kilometres of sealed local roads] x100	96%	96%	No material variations - Monash's result is consistent with similar metropolitan councils.
Service cost Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction/square metres of sealed local roads reconstructed]	\$62	\$86	Significant increase due to the reconstruction of concrete roads in 2015/16. Concrete roads cost more per square metre.
Cost of sealed local road resealing [Direct cost of sealed local road resealing/square metres of sealed local roads resealed]	\$21	\$36	Significant increase due to a change in cost ratio. In 2015/16 more work was undertaken in smaller areas which have a higher per unit rate. Also some roads were in poor condition and more surfacing work was required.
Satisfaction Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	71	72	No material variations.
Waste collection Satisfaction Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests/number of kerbside bin collection households] x1,000	74.53	80.28	There was an 8% increase in the number of bin maintenance requests over the 12 month period. However, in 2014/15 Monash reported a significantly lower number of requests than similar Melbourne metropolitan councils.
Service Standard Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed/number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000	4.87	4.38	This improved result is due to closer performance monitoring by Council and more operational supervision by our contractor.
Service cost Cost of kerbside garbage collection service [Direct cost of the kerbside garbage bin collection service/number of kerbside garbage collection bins]	\$94	\$89	The decrease in costs was due to Council using a new tipping location which has lower fees.
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service/number of kerbside recyclables collection bins]	\$14	\$14	No material variations. Monash has a significantly lower cost for recyclables collection than similar metropolitan councils.
Waste Diversion 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%	51%	Slight reduction in rate due to ongoing reduced co-mingled recycling tonnages. During 2015/16 lower green waste presented for collection has resulted in less green waste tonnages. Recycling tonnages have decreased industry-wide due to lightweight packaging. Increased electronic media has also reduced newspaper and catalogue printing which previously contributed to the recycling tonnages collected.

Direction Two:

Achieving a healthy and active Monash

The following statement provides information in relation to the services funded in the 2015/16 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Variance \$'000
Home and Community Care	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.	1,073 671 (402)
Children and Family Services	Children's and Family Services including Maternal Child Health, Immunisation, Brine St Child Care, Family Day Care, and Children's Services Support and Planning.	1,286 1,342 56
Aquatics, Health and Fitness	Monash Aquatic and Recreation Centre (MARC), Oakleigh Recreation Centre (ORC), Clayton Aquatics and Health Club (CAHC), facilities and services aimed at achieving a healthy and active Monash.	478 564 86
Youth Services and Family Counselling	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.	909 1,018 109
Public Health	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. Excludes \$280,000 administration costs transferred to Building & Planning Control in Direction One.	201 509 308



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

Strategic Indicator/Measure

Progress

2.1.1a 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.

Complete. The Active People Active Parks, Let's All Play and Active Monash Month programs each recorded a 10% increase in attendances due to new and innovative activities. Visits to our Aquatics and Leisure facilities totalled almost 1.6 million: Monash Aquatic and Recreation Centre 944,929, Clayton Aquatic and Health Club 318,947, and Oakleigh Recreation Centre 321,844. There was a 6% decrease in use for the year due to a reduction in the number of functions being held at these facilities. The highlight of the year was achieving over 4,000 swim school members and the Swim School at MARC being named Swim School of the Year by Aquatics & Recreation Victoria. A total of 64,879 rounds of golf was played at our two courses - Glen Waverley (48,459) and Oakleigh (16,420).

2.1.1b Expand existing 'Active People Parks Program' to target areas that have been identified to have low physical activity levels.

Complete. The highly successful Active People Active Parks program was held throughout the year with high participation rates. Activities were spread across the municipality and strategically located to ensure equal access. More than 20 events were held, attracting hundreds of participants. Activities included yoga for beginners, tai chi, zumba and walking groups.

2.1.1e Continue to support the community-led Bicycle User Group (BUG) to increase the use of Monash's walking and cycling network.

Complete. Three BUG meetings were held across the year with a successful Ride to Work event hosted in October 2016. Major bicycle routes within Monash are more popular with cyclists compared to five years ago according to the latest Super Tuesday Count undertaken in March 2016. Since 2011, the number of cyclists riding on the Gardiners Creek trail has increased by around 55%, Scotchmans Creek trail by upward of 73% and Dandenong Creek trail near High Street Road up 236% with 47 riders compared to 14 in 2011. While there was a 4% decrease in overall rider numbers on the day of the count compared to Super Tuesday 2015 (which equates to 45 less trips), there is an encouraging longer-term trend upward. The busiest site in 2016 was Scotchmans Creek trail near Warrigal Road with 85 trips per hour which ranks it 23rd among major city areas (outside capital city CBDs) for the participating municipalities across Australia.

2.1.1f Expand sporting and recreation opportunities for newly arrived and culturally diverse youth, through tailored programs such as 'Let's All Play'.

Complete. More than 160 young people from diverse backgrounds participated in six events/activities over the year including leadership programs, graduation ceremonies, referrals to scholarships and a highly successful get active forum. This was an increase on the 145 participants who attended events in 2014/15.

Strategic Indicator/Measure	Progress
<p>2.1.1g Build a stronger local connection between communities and nature through park-based community activities such as: community events to open new playspaces, community-led nature walks, educational forums and tree planting days.</p>	<p>Complete. Eighteen park-based activities were held in 2015/16 and these attracted almost 1000 people. Popular events included the official opening of the Valley Reserve Playspace and the NAIDOC week walk through Valley Reserve. In November 2015, 14 park-based events were held as part of Active Monash Month. Activities included tai chi, zumba, bike rides and family fun days and all enjoyed high attendances and a great level of engagement.</p>

Community Outcome	Strategies to achieve this outcome
<p>2.2 Residents are inspired to remain physically active and healthy</p>	<p>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’</p> <p>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 (HACC) programs delivered by Council and aimed at supporting people to remain living at home and connected with their community, to optimize their independence and quality of life</p> <p>2.2.4 Review and update the strategies for promoting active ageing in Monash</p>

Strategic Indicator/Measure	Progress
<p>2.2.1a Key actions/funded priorities implemented from Monash Health and Wellbeing Partnership Plan.</p>	<p>Complete. We continued to deliver actions from this plan in 2015/16. Key actions included:</p> <ul style="list-style-type: none"> » Healthy Monash Males. In March 2016, Council held its first Chinese Male Health Day focusing on health issues and engaging with the Chinese Australian community who were identified, as part of a study into men’s health in Monash in 2015, as lacking in information about health issues. Council also produced a brochure in English, Traditional and Simple Chinese promoting books on various areas of men’s health including heart disease, mental health and cancer. These are available at Monash libraries » Community conversation series including a forum on the drug ‘ice’ » Monash Council Premiere National Male Health Week Event held at the Civic Centre utilising the atrium, meeting rooms and function room. More than 100 young people attended the afternoon event and 70 people attended a presentation by Dr Norman Swan in the evening.

2.2.3a Encourage independence of residents aged 65 plus through the Department of Human Services Active Service Model Number of residents for specific age groups (aged 65 yrs +) and people with a disability, participating in these initiatives.

Complete. The Active Community Care program was being rolled out when the current Council Plan was being developed. The program was designed to improve the overall fitness and health of the participants with a focus on strength and balance activities. The success of this in its first year demonstrated the value of ongoing programming, without the need for the individual health assessments. The three Monash aquatic and recreation centres now provide an extensive range of programming targeted at older adults and our area continues to support one particular “Active Community Care” program at the Oakleigh Recreation Centre by providing transport for residents to attend if they require it.

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 off all service areas.

Complete. End of year results showed a very positive outcome. The client survey process has been completed via a series of focus groups with 25 participants. A total of 93.4% of these participants reported an overall result of either satisfied or highly satisfied with the service. The summary of responses was based on the three key questions of: Are HACC services assisting you to remain living at home? Are HACC services personalised and flexible to your needs? Are HACC services improving your overall quality of life and independence? The summary report of the focus groups includes 12 recommendations for action over the coming 12 months.

2.2.4a Implement funded actions within the new ‘Age-Friendly Monash’ Plan.

Complete. All Year One actions from the ‘Age Friendly Monash’ Plan have been implemented. Some Year Two and Three actions have also been also initiated. Key actions include:

- » Monash is officially recognised as an Age Friendly City under the World Health Organisation and is a member city of the World Health Organisation’s Global Network of Age Friendly Cities and Communities
- » Additional Age Friendly Ambassadors have been recognised by Council departments and invited to be involved in consultation on issues including parking and transport, pedestrian safety, public toilet usage, seating, and Age Friendly traders and Café Connect, a Social Inclusion and meal pilot program initially implemented in Clayton during February and April 2016. Ambassadors are currently in the process of developing a sustainable framework for Café Connect with a focus on Mount Waverley and Clayton
- » An Age Friendly Seniors & Parking workgroup established with Mount Waverley Activity Centre identified as a pilot area.



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

Strategic Indicator/measure	Progress
2.3.1a (1) Involvement in health promotion activities and awareness campaigns (number of activities annually).	Complete. Recruited new Clayton CANVAS project officer and phase two of this project to reduce gambling harm in the Clayton community is now underway. A successful Men's Health Day program was held with strong support from young men and around 170 people overall attending two events.
2.3.1a (2) Develop a new strategy to strengthen community resilience to harm from gambling.	Complete. Council invited public comment on the City of Monash Public Health Approach to Gambling Policy Statement 2016-2020 after which the policy was adopted by Council (in May 2016). Under the policy Council will: <ul style="list-style-type: none">» Oppose any relocation of existing Monash poker machines to disadvantaged areas within Monash» Continue to advocate to the State Government to reform the Gambling Regulation Act so greater regulation and restrictions are placed on the gambling industry» Promote a range of non-gambling social, cultural and recreational opportunities in Monash to encourage people to make engaged, active and healthy lifestyle choices» Disallow gambling activity, promotion or advertising in Council-owned facilities such as sporting pavilions» Refuse community grant funding to community groups (excepting the Waverley War Widows) that meet in venues that have poker machines The policy was adopted by Council at its May 2016 Council meeting.

Service Performance Indicators

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

Service/Indicator/Measure	Result		Material Variations
	2015	2016	
Home and Community Care			No material variations
Timeliness			
Time taken to commence the HACC service [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	27	
Service Standard			
Compliance with Community Care Common Standards [Number of Community Care Common Standards expected outcomes met/number of expected outcomes under the Community Care Common Standards] x100	94%	94%	This result relates to the last assessment based on the Common Standards in 2013. These assessments were intended to be undertaken every three years, however, due to the Commonwealth Government reforms a new assessment has not been completed.
Service cost			
Cost of domestic care service [Cost of the domestic care service/hours of domestic care service delivered]	\$47	\$51	Improvements to the flexibility of the service have seen new care workers employed as casuals rather than part time. This has led to an increase in the service delivery cost.
Cost of personal care service [Cost of the personal care service/hours of personal care service delivered]	\$31	\$28	This decrease is due to an administrative change to centralise costs for travel, training and meetings against the Domestic Care Service. Carers generally work in domestic, personal and respite care; however they predominantly work in domestic care.
Cost of respite care service [Cost of the respite care service/hours of respite care service delivered]	\$31	\$36	Increased costs are due to a change in service delivery requirements.
Participation			
Participation in HACC service [Number of people that received a HACC service/municipal target population for HACC services] x100	26%	20%	Variance is due to 2014/15 result including HACC clients who received both HACC and other services, the 2015/16 result includes clients who received domestic, personal and respite care only.
Participation			
Participation in HACC service by CALD people [Number of CALD people who receive a HACC service/municipal target population in relation to CALD people for HACC services] x100	23%	20%	Variance is due to 2014/15 result including CALD HACC clients who received both HACC and other services. The 2015/16 result includes CALD clients who received domestic, personal and respite care only.
Aquatic Facilities			
Utilisation of Aquatic Facilities [Number of visits to aquatic facilities/municipal population]	9.1	8.5	Decrease due to a decline in attendances of 6% (i.e. 95,806) over the year. This is attributed to decrease in hirers, contracts and functions. Reporting for these visitations has also been refined in 2015/16 and based on actual compared to 2014/15 where numbers were based on estimates. However core services, i.e. total membership and swim school numbers have increased from 2014/15.
Service standard			
Health inspections of aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	1	1.33	There was a significant increase in the ratio due to extra health inspections undertaken at facilities. Results were all satisfactory.

Service/Indicator/Measure	Result		Material Variations
	2015	2016	
Reportable safety incidents at aquatic facilities [Number of authorised officer inspections of Council aquatic facilities/ number of Council aquatic facilities]	1	1	There was no material variation in this year's result. Procedures are in place and WorkSafe requirements were satisfied.
Service cost Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received/number of visits to indoor aquatic facilities]	\$0.29	\$0.30	The slight increase in costs was due to a 6% decline in attendances (i.e. 95,806) over the year.
Food Safety Timeliness Time taken to action food complaints [Number of days between receipt and first response action for all food complaints/ number of food complaints]	1.99	1.93	There was an improved result due to a focus over the 12 months to reduce the action time responding to complaints.
Service standard Food safety assessments [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%	99%	The result was just below 100% due to some premises changing ownership and a few new premises opening too late in the year for officers to inspect them.
Service cost Cost of food safety service [Direct cost of the food safety service / number of food premises registered or notified in accordance with the Food Safety Act 1984]	\$557	\$527	The number of registered food premises increased during the year therefore Council received more income from registration fees. This has slightly reduced the overall cost to Council of providing this service.
Health and Safety Critical and major non-compliance notifications [Number of critical non-compliance outcome notification 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%	99.7%	Marginal variations. Of the two outcomes reported as not followed up, one of the inspections was conducted in April 2016 and followed up on 1 July 2016 and therefore deemed to be missed in accordance with guidance material. The other food premises was inspected again in the 2015/16 reporting period and is currently compliant.
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%	104%	There was a slight increase on the corrected 2014/15 figure of 103% due to families electing to see a nurse in Monash rather than a nurse in their own municipality
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%	100%	There has been an increase in enrolments from families living outside the municipality using the City of Monash Maternal and Child Health service.

Service/Indicator/Measure	Result		Material Variations
	2015	2016	
Service cost Cost of the MCH service [Cost to Council of the MCH service/hours worked by MCH nurses]	\$125	\$65	There has been a significant decrease in the service cost figure due to a different method being used to calculate the cost. For the 2015/16 reporting period only direct service costs are required. In 2014/15 the cost was calculated by the Municipal Association of Victoria and also included indirect services costs.
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%	80%	Marginal increase due to the commencement of an outreach program to include families who have been unable to attend a centre for their Key Assessment Stages (KAS) visits. This will assist with improved participation across the last two KAS age groups.
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%	74%	Increase due to the Maternal and Child Health (MCH) Unit focusing on increasing the participation of children of Aboriginal and Torres Strait Islander background as part of the Service Improvement Plan required by the Department of Education and Training. Every MCA across the state has this added into their SIP. At Monash we have provided the MCH nurses with specific cultural training.



Direction Three:

Fostering confident and connected communities

The following statement provides information in relation to the services funded in the 2015/16 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Variance \$'000
Communications	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).	1,128 1,173 45
Cultural Activities	Council events and festivals, public art and cultural development projects and Monash Gallery of Art. A total of \$27,000 transferred to libraries in Direction One.	1,920 1,875 (45)
Community Planning and Development	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. Batesford Hub activity transferred to Direction One in Council's Halls.	3,920 4,184 264
Local Laws and School Crossing	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. Excludes \$280,000 Administration costs transferred to Building and Planning Control.	1,269 1,397 128

Community Outcome

3.1 Celebrating the creativity and diversity of communities within Monash

Strategies to achieve this outcome

3.1.1 Promote Monash as a diverse and harmonious City

3.1.2 Encourage participation in arts and cultural activities, including support to community organisations or individuals involved in arts and cultural activities

Strategic Indicator/Measure

Progress

3.1.1a Report to Council on the Year Three actions funded in the suite of strategies under the Access & Equity Framework 2013-2017.

Complete. The Year Three actions in the framework were reported to Council in June 2016. Key actions included the adoption of the following:

- » The Community Safety Framework 2015-2020, Council's first policy statement about community safety allowing Council to plan, develop, implement and evaluate safety policies and programs
- » Age Friendly Monash, A Positive Ageing Plan 2015-2019 based on the World Health Organisation Age Friendly framework to guide Council in service provision, planning, engagement and advocacy for older people
- » Gender Equity Strategy 2015-2020 is the first policy of its kind in Monash. It will assist us achieve an integrated, whole of Council approach to gender equity across Council planning, policy, service delivery and practice

3.1.1c Annual total number of cultural, library and MGA events and number of participants.

Complete. Council's engaging arts and cultural development program delivered 43 festivals and events during 2015/16. The festivals program included the Hawker's Market at the Clayton Street Festival, while the Neighbour Day focus of Mulgrave's festival highlighted its local and inclusive character. The Monash Arts Network sessions, designed to support arts development and skills sharing, attracted 85 people to four sessions. In total, 68,301 people attended Council's arts program, reinforcing the importance of arts activity in the life of the community.

3.1.2b Annual total number of cultural, library and Monash Gallery of Art events and number of participants.

Complete. In 2015/16, Council's Events and Cultural Development department, Monash Gallery of Art and Monash Public Library Service delivered a total of 2,550 events, attended by 148,867 people. These activities included festivals, arts networking sessions, concerts, exhibitions, arts workshops, artist talks, author talks, storytimes, Lego Clubs, performance partnerships and WordFest events. The Monash arts, literary and cultural development calendar provides a wide range of relevant and engaging activities throughout the year. The Year One action plans of the Monash Public Library Service Strategy and the Monash Arts and Culture Strategy were successfully delivered and the Monash Gallery of Art has made excellent progress on its 2020 vision with the popular China: Grain to Pixel exhibition.

3.1.2d Annual total number of community grants awarded and total dollar amount, for arts and cultural initiatives.

Complete. A total of 52 arts grants were awarded in the 2015/16 Community Grants with a total dollar value of \$166,099.

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

3.2.3 Work with traders and/or business owners to improve their understanding of community safety

3.2.4 Review the Residential Parking Permit Policy within Monash

Strategic Indicator/Measure

3.2.1c Participation by Monash staff in regional working groups aimed at promoting safer communities.

3.2.1b 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.

Progress

Complete. Monash staff continued to work with Victoria Police's Community Safety Officer to respond to concerns in the community regarding safety. As part of this, a representative from Oakleigh Police attended monthly Oakleigh Action Plan Group meetings. Council staff have also worked with community groups on the Holmesglen Activation Project and activities to be delivered as part of the Ashwood Chadstone community action plan.

Both Complete. 1. Council has advocated strongly to various State Government departments such as the Level Crossing Removal Authority (Clayton and Hughesdale) and VicTrack (Syndal) for safer railway station precincts as part of developments around those stations. Lighting audits have also been organised around Glen Waverley, Mount Waverley, Clayton and other stations in response to trader concerns and this information will be used as part of future bids for funding. Council has also developed a draft Integrated Transport Strategy for the next 20 years (til 2036).

The strategy has five key directions:

- » A safer network
- » A more accessible Monash
- » Promote sustainable transport
- » Support productivity
- » Manage car parking.

Council is seeking community feedback on the strategy in mid to late 2016, with a final strategy to be adopted in 2017.

2. Council has been actively involved in discussions with the Eastern Transport Coalition and Metropolitan Transport Forum and has advocated to various State Government departments for improvements to public transport in Monash and across the region.

3.2.3a

Implement activities to enhance safety in Activity Centres.

Complete. Council completed research to improve the perceptions of safety in the Oakleigh Railway Station precinct and prepared a grant application to the Department of Justice to undertake improvement works in this area. We continued to work with Victoria Police's Community Safety Officer and applied for a safety grant focusing on preventing theft from motor vehicles and theft of licence plates from cars in car parks at activity centres and railway stations.

Community safety was established as a theme within the Oakleigh community action plan, which is now being implemented.

3.2.4a

Implement the revised Residential Parking Permit Policy, following community consultation undertaken in 2014/15.

Complete. Council adopted a new Residential Parking Permit Scheme at its meeting on 30 June 2015. The scheme was developed after Council invited community comments and feedback on how the previous scheme could be improved. A revised permit application process was developed and existing permit holders were invited to apply for permits under the new scheme. Permits have been issued and an application process for future applications has been implemented.



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 Produce a final report on the Generating Equality and Respect (GEAR) program including learnings and outcomes.

Progress

Complete. A final report on this program was submitted to the funding body VicHealth in early December 2015 and highlighted the success of the program. Highlights of the program included:

- » Baby Makes 3, a program delivered through Maternal Child Health Services which promotes equal and respectful relationships between first time parents during the transition to parenthood. The program also built the capacity of Maternal and Child Health nurses to promote gender equity inclusion of fathers.
- » A local network, Monash Partners in Prevention Network, was established to support youth practitioners to deliver good practice respectful relationships education in their work with young people and to promote gender equity through their programs and services.
- » Established a partnership with a local male dominated corporate workplace to support gender equity and respectful relationships through training and organisational cultural change.

3.3.1b Develop a Monash Gender Equity Strategy.

Complete. Council adopted a Gender Equity Strategy and Year One and Two actions in November 2015. Through this strategy Council will promote gender equity in our roles as a leader, advocate, capacity builder, employer and arm of government. One of the Year One actions was to form a Gender Equity Advisory Committee to provide Council with advice on improving gender equity within the Monash community and to actively encourage women's full and equal participation in community life and in the implementation of the strategy. The committee was formed in March 2016.

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

3.4.4 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.

Complete. During 2015/16 the following gatherings/ events were held:

- » Twenty one listening posts where Council visits park, facilities and shopping centres to give people the opportunity to talk to us about issues that matter to them and to see what Council can do better to meet their needs.
- » The openings of the Jack Edwards synthetic pitch and the Valley Reserve playspace.
- » A series of outdoor activities was held for the community as part of Act!ve Monash Month in November. The Monash Bicycle Users Group (BUG) Ride to Work event was held in October. A graduation ceremony was held at Monash Gallery of Art for young people as part of the Let's All Play Youth Leadership Program.
- » Three Sounds of Summer concerts were held during January and February at the Monash Gallery of Art, Bogong Reserve Glen Waverley and Gladeswood Reserve Mulgrave.

MAJOR INITIATIVE

3.4.1b Develop community plans to strengthen the community and build community capacity in the following localities:

1. Oakleigh
2. Ashwood/Chadstone

Complete. 1. The Oakleigh community action plan was launched in February 2016 after community consultation in late 2015.

- » Key themes of the plan are:
- » Communicating and learning
- » Community wellbeing
- » The built and natural environment
- » Community safety, access and amenity
- » Recreation and leisure.

Planned actions include:

- » Promotion of services and facilities
- » Improving communication with the local community via a number of channels including websites, Facebook and the Oakleigh Village blog
- » The local community to regularly celebrate its diversity with community events.

The Ashwood and Chadstone community action plan was endorsed by Council at its June 2016 meeting and was launched at Batesford Hub on 25 July 2016.

The key focus of the plan is to enhance the Ashwood and Chadstone area to make it an even better place to live, work and socialise by:

- » Providing greater opportunities for learning among older residents
- » Implementing the Holmesglen Neighbourhood Activation Project to improve lighting, accessibility and make the area more engaging
- » Working with local businesses to provide work experience opportunities for young people.

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

Complete. A total of 21 Listening Posts was held throughout the year where Councillors and Council staff visited local neighbourhoods to talk to residents about local issues and to ask them how Council can serve them better. Community response to the listening posts continues to be positive and community feedback has allowed us to resolve a range of issues quickly. Several community meetings and forums were also held to get community feedback on major issues such as the proposed changes to Monash's residential zone.

3.4.4b Total Council dollars granted annually to promote community capacity-building.

Complete. A total of \$2.6 million (of cash and in kind funding) was allocated to a wide range of community groups through Council's 2015/16 Community Grant program with the aim of building capacity within these groups. The allocations were endorsed by Council at its June 2016 meeting and the funding agreements were posted to groups on 1 July 2016.

Service Performance Indicators

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

Service/Indicator/Measure	Result		Material Variations
	2015	2016	
Animal Management Timeliness - 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	1.46	Our improved responsiveness is due to a concerted effort by the animal management team to reduce the time taken to action requests.
Service Standard Animals reclaimed [Number of animals reclaimed/number of animals collected]	100%	30%	The variance is a consequence of changes to the definitions prescribed in the reporting guidelines. In previous reporting periods the indicator was the number of registered animals reclaimed relative to the number of registered animals collected. The new definition has broadened to all collected animals whether they are registered or not. In 2015/16 all registered animals collected were reclaimed by their owners, as they were in 2014/15.
Service cost Cost of animal management service [Direct cost of the animal management service/number of registered animals]	\$58	\$49	Council has undertaken less prosecutions for animal related matters over the past 12 months, so this has reduced legal fees significantly.
Health and Safety Animal management prosecutions [Number of successful animal management prosecutions]	44	35	The reduction in the number of animal management requests received during 2015/16 reporting period can potentially lead to fewer prosecutions. All animal prosecutions were proven.



Direction Four:

Taking action for our future

The following statement provides information in relation to the services funded in the 2015/16 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Variance \$'000
Urban and Strategic Planning	Services to shape and guide city design and future direction and growth to assist in making the City more liveable and sustainable and meet the aspirations and needs of the whole community.	2,506 <hr/> 2,584 77
Economic Development	To support the local business community and encourage ongoing economic development and growth of local jobs.	433 <hr/> 464 31



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
<p>4.1 Our natural and built environments are protected</p>	<p>4.1.1 Focus on our ‘Environmental Sustainability Roadmap’ and strengthening our ecological sustainability</p> <p>4.1.2 Continue work on Water Sensitive Urban Design as a step towards becoming a ‘water sensitive’ City</p> <p>4.1.4 Develop long-term options for waste management, including options of reducing waste to landfill</p> <p>4.1.5 Protect and enhance the viability of Council infrastructure and spaces</p>

Strategic Indicator/Measure	Progress
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MAJOR INITIATIVE

4.1.1a Develop and present to Council for adoption a new Council ‘Sustainability Strategy’.

Complete. The Environmental Sustainability Strategy 2016-2026 was adopted by Council at its March 2016 meeting. It sets out Council’s environmental goals for the next 10 years providing realistic, but bold directions and actions required to integrate sustainability practices into Council operations, as well as provide community programs and services. The new strategy aims for Monash to be a City:

- » Whose ‘garden city’ character and natural assets have been protected
- » Where it is convenient, safe and desirable to move around by walking, cycling and using public transport
- » Which reuses and recycles as much of its waste by-products as possible
- » Where the community is well educated and engaged in how to reduce its environmental impacts

Strategic Indicator/Measure	Progress
<p>4.1.1b Implement the Sustainability Strategy 2015/16 funded actions and report annual achievements.</p>	<p>Complete. Funded actions from Council's Environmental Sustainability Strategy implemented in 2015/16 included:</p> <ul style="list-style-type: none"> » The cross-organisational Energy Efficiency Return on Investment project which included an assessment of the energy demands of some Council buildings » Completion of a Community Gardens Framework and Sustainability Monitoring and Reporting of projects » The Monash Gardens for Wildlife pilot including an educational booklet for the community produced in both English and Chinese » Completion of an office waste audit project » Upgrading the MARC pool deck lighting to energy efficient LED lamps.
<p>4.1.2a Complete construction documentation for the Central Reserve Stormwater Harvesting project in keeping with Council's adopted Integrated Water Management Plan.</p>	<p>Progressing (90% complete). Project design was completed by 30 June 2016, but at that time we were awaiting the specification and schedules for tender purposes. The delay was due to the design requiring extensive site investigation.</p>
<p>4.1.4a Prepare a report on landfill options to replace the Clayton South landfill.</p>	<p>Complete. A Waste Disposal/Options report was put to Council at its meeting in May 2016. The Clayton South Regional Landfill closed in December 2015. Four alternative landfill options have been examined, of which the Transpacific Industries Group (TPI) Deer Park landfill (previously known as the Boral Landfill) and Wyndham City Council Werribee landfills were recommended. The Council meeting authorised officers to complete negotiations with the Metropolitan Waste Resource Recovery Group (MWRRG) for Monash waste to be taken to both landfills. MWRRG has a contract for disposal of waste with both landfills at the most competitive rate (compared to other contracts). A variation to the collection contract was approved to allow for Solo to collect and transport waste to these two landfills.</p>
<p>4.1.5a 1 Align Capital Works and the Asset Management Planning and Reporting Structure to assist in addressing renewal requirements.</p>	<p>Complete. New renewal targets were developed using the Moloney modelling tool. The capital works portal was revised to reflect asset classes and categories to enable reporting against the asset management structure. An Asset Funding Allocation Policy has been developed to link the Asset Management Framework to the budget and capital works program development. This policy introduces the concept of non-discretionary and discretionary funding for the 2016/17 budget.</p>

Strategic Indicator/Measure

4.1.5a 3 Undertake a municipality wide review of the landscape and garden character of Monash to inform development of potential landscape protection planning provisions for new developments.

Progress

Progressing (50% complete). Council has commenced preparation of the Monash Landscape and Canopy Vegetation Strategy. Background work and an assessment of the landscape and vegetation cover of Monash have been undertaken and will inform the development of the strategy and community consultation in 2016/17. The project has been delayed due to Council requiring additional consultation regarding proposed changes to Monash's residential zones.

4.1.5b Conduct a study into the future direction and priorities for all facets of transport planning and parking provision and management within Monash.

Complete. Council has funded a draft Integrated Transport Strategy which considers the future direction for transport planning and associated parking. The strategy promotes a more accessible, sustainable and safer transport network which in turn supports improved productivity. It was approved by Council in June 2016 for public consultation.



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
- 4.2.4** 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 Continue the partnership with the Metropolitan Planning Authority (MPA) to strengthen the Monash National Employment Cluster through the development of the Strategic Framework Plan. Review the priority directions from the Industrial Land Use Strategy upon completion of the Strategic Framework Plan for the Monash National Employment Cluster in partnership with the MPA.

Complete. Council worked closely with the MPA in 2015/16 to further the development of a Strategic Framework Plan to guide the continued growth of the Monash National Employment Cluster. This work resulted in a first round of community consultation on draft principles and key ideas in April 2016. It will inform the development of the Strategic Framework plan in 2016/17. To assist in understanding future community infrastructure needs, Council began a joint program with the MPA and Kingston and Greater Dandenong councils for the development of a community infrastructure modelling tool. This tool will be finalised in 2016/17.

4.2.2b Implement actions within the Monash Economic Development Strategy and Action Plan for ‘Supporting Local Businesses’, including enhancing Council’s Online Business Directory.

Complete. Updates to the Monash Business Directory were completed in June 2016 to allow better access to the directory from mobile phones and tablets. Monash provides the Business Directory as a free service to all Monash Businesses. The directory is home to local products and services provided by local businesses. The revamped directory is expected to go live by the end of 2016.

4.2.2c Investigate establishing a CEOs network for corporations in Monash.

Complete. The network was established and the inaugural meeting was held in March 2016. A further three networking events have since been held on a range of strategic business themes.

Strategic Indicator/Measure

4.2.2d Investigate the development of a Tourism Action Plan.

Progress

Complete. The possibility of developing a Tourism Action Plan was investigated but due to our economic development focus on local trader capacity building and engagement, business development, and the participation in the National Employment Cluster, it was felt that a plan was not required. Council will continue to work with our regional colleagues to promote Monash through regional networks.

4.2.3a Continue a 'Buy Local' campaign in partnership with local trader associations to encourage business within Activity Centres.

Complete. Several activities were implemented successfully in 2015/16 under this campaign including:

- » A 'Christmas Shop Decoration Competition' where customers voted for the best shop decorations. Several traders got involved by handing out competition forms to people in activity areas encouraging them to participate and rate shops and buy local
- » A 'Bring Christmas Home' competition where participants had to purchase an item from a local trader before they could enter. The first 1,000 entries received a tree seedling and selected entries were displayed at Monash customer services centres and libraries
- » The ICN Gateway where Council listed tenders and grants to encourage local businesses to apply for tenders and grants.

4.2.4a Deliver a minimum of six promotional/support activities for the Monash Enterprise Centre (incorporating the Eastern Innovation Centre).

Complete. Ten promotional and business events were held at the Monash Enterprise Centre in 2015/16 including business workshops, the CEO Industry Roundtable, Women's Business functions and a Sri Lankan delegates tour.

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 Continue to support innovation through the Employee Recognition Program

Progress

Complete. Council adopted a policy early in 2015 to recognise staff and teams that have used innovation to create real "benefits to customers/clients, significant efficiency increases or reductions in cost without compromising services or quality". The Employee Recognition Program has been most successful in highlighting the value of thinking and acting in innovative ways. Four individual officers and one team were nominated for a Corporate Award for Innovation in late 2015. Our Public Health Unit was recognised for creating an "innovation portfolio" that generated a number of improvement initiatives and one of our Environmental Health officers won Council's Innovation Award (October 2015) for the development and introduction of "electronic inspection forms" which have resulted in considerable administrative efficiencies.

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
4.4.1c Develop a new Municipal Early Years Plan 2016-2020.	Progressing. There was a delay, due to a change in staffing and the introduction of an evidence - based planning approach. However, the Monash Children, Young People and Family Strategy has now been adopted (at Council's 30 August 2016 meeting).
4.4.2a Implement the Year Three 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.	Both complete. 1. Council continues to support young people living in the Holmesglen Youth Foyer, a 40 room accommodation house for young people 16-24 years who want to study but can't live at home. Monash Council has supported this initiative by providing each tenant with a free membership to the Monash Aquatic and Recreation Centre (MARC). Our Youth and Family team has provided individual support to a number of the residents over the last three years and has made many referrals to the Foyer to help young people find somewhere to live. 2. Council continues to advocate strongly for a youth mental health service in Monash. We are hopeful that a partnership with Link Health will result in Headspace or a similar service opening in Monash, but a timeline for this is unclear. Council believes a dedicated early intervention mental health service is critically needed in Monash to reduce the impact of mental health issues on young people's lives.
4.4.2d Form a youth committee to drive the development of the Youth Action Plan 2017-2020.	Complete. The Youth Ambassadors have been adopted and a Reference Group has been formed, with its members being instrumental in providing the direction for the youth portion of the Monash Children, Young People and Family Strategy.



Our Principles:

Progressive governance and strong leadership

The following statement provides information in relation to the services funded in the 2015/16 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Variance \$'000
Executive Leadership	To lead the organisation in the achievement of outcomes and the provision of a wide range of customer focused services which are relevant, of high quality and accessible to all residents of Monash.	2,380
		2,330
		(50)
Council Governance	Provide a range of governance services for the efficient conduct of Council business.	985
		1,014
		29
Customer Service, Support and Administration	To enable exemplary customer service and administration of Council activities.	4,489
		4,033
		(456)
Accounting and Procurement	Financial and procurement services including budget preparation, annual and financial reporting, property and valuation services, tendering, contracts and purchasing.	(687)
		(762)
		(75)
Information Technology	To ensure the organisation has the technological tools to enable Council business and community services.	3,512
		3,373
		(139)
Human Resources and Employee Development	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.	1,951
		2,125
		174
Rates, Property and Insurance	To provide effective rating, property development and leasing, insurance and risk management services.	1,659
		1,823
		164

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>5.1.1a 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>Complete. Improved customer service was achieved by exceeding our target of 80%. A total of 80.9% of enquiries were resolved at first contact over the counter and 81% were resolved on the phone, giving an overall average of 80.9%.</p>
<p>5.1.1b (1) Report on Council’s achievements in meeting the responsiveness measures in our Customer Services Guarantee.</p>	<p>Complete. In each quarter of 2015/16, Council reported on its performance on the Monash Council website. An annual report on Council’s performance against the guarantee targets for the 2015 calendar year was provided in the March 2016 edition of the Monash Bulletin.</p>
<p>5.1.1b (2) Promote awareness and understanding by all staff of the Customer Service Guarantee.</p>	<p>Complete. The Customer Service Guarantee is a component of ongoing Customer Service training. All staff received an email outlining the measures in the guarantee and the performance that has been achieved.</p>
<p>5.1.3a Consultation champions will continue to meet every four to six weeks to learn about different consultation methods and to support each other in advocating within their departments for a high standard of consultation with the community.</p>	<p>Complete. A network of 20 ‘Consultation Champions’ continued to meet through 2015/16, with a total of three joint meetings held. Six additional champions were trained in 2016 to ensure that all departments with an external focus have a champion to drive and support their community engagement efforts. The network has also contributed to a review of the Monash Engagement Framework, to make it more effective as a best practice tool for staff.</p>



Strategic Indicator/Measure

Progress

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

Complete. Twenty one listening posts were held across the municipality in 2015/16. Other consultation highlights included:

- » About 20 community information sessions regarding proposed changes to Monash's residential zones were held during two rounds of consultation
- » Community information sessions were held about proposals for major redevelopments of: The Glen shopping centre, two former school sites in Oakleigh South, and the Central car park site in Glen Waverley.
- » A more extensive community consultation process to get community input into Council's 2016/17 Budget
- » Asking the community for ideas for eight playspace upgrades that were undertaken in 2015/16.

5.1.3d Provide findings of the Local Government Community Satisfaction Survey 2016 to all managers to discuss how service delivery can be improved.

Complete. The 2016 Community Satisfaction Survey results were provided to all managers. The findings also included a briefing with further information which was put together by the survey researchers. One-on-one sessions will also be provided. Pleasingly, Council recorded an overall score of 70 in the 2016 survey which was two points higher than the previous year and four points higher than the average for metropolitan councils in Melbourne.

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

Complete. Action planning by teams has been promoted within departments across the organisation. The 2016 employee engagement survey was completed in the first week of March 2016 with results discussed in detail by Council's leadership group (the Executive Leadership Team, managers and coordinators) in April and June 2016. The discussions were aimed at ensuring high levels of employee engagement across the organisation.

5.1.4b Implement Year Three actions from the Monash People Plan ("Be the difference") with a focus on a coordinated, independent Employee Assistance Program.

Complete. The Employee Assistance Program operated for its first full year in 2015/16 and met all of its planned and funded targets including:

- » Confidential one-on-one counselling sessions (114 for the year)
- » Support to staff involved in critical incidents
- » Wellness sessions for groups of staff and an information session for managers
- » A trial was completed to test the benefits to leaders of undergoing a Peer Review Process.

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 2015/16.

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 program

5.2.4 Ensure compliance with legislation and standards

Strategic Indicator/Measure

Progress

5.2.1b Service Operational Plans completed for each Council service.

Complete. The service planning process was reviewed by the Corporate Performance department and a new service plan structure was developed. The new structure will be implemented for 2016/17 service plans.

5.2.2a Maintain the Working Capital Ratio in a positive position.

Complete. Council's Working Capital Ratio at 30 June 2016 is well ahead of target. One of the major focuses of the 2016/17 budget is a continued commitment to long-term financial sustainability, including being debt-free and maintaining Council's Working Capital Ratio (Current Assets/Current Liabilities) at above 150% over the life of the Strategic Resource Plan.

MAJOR INITIATIVE

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

Complete. This target was achieved with 90.3% of the Capital Works program being delivered in 2015/16. A total of \$29.5 million was spent, delivering 373 capital works projects.

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

Complete. The preparation of the City of Monash 2015/16 Financial Statements and Performance Statement was completed in accordance with the Local Government Act 1989 and the Local Government Planning and Reporting Regulations 2014. The Financial Statements will also comply with the Australian International Reporting Standards (AIFRS) framework. Council has adopted the 2015/16 Financial Statements and has reviewed and considered the Quarterly Financial Management Reports for September 2015, December 2015 and March 2016 as required under the Act.

5.2.4b Undertake work required to incorporate the new Local Government Performance Reporting Framework measures in the Performance Statement and Report of Operations in Council's 2014/15 Annual Report.

Complete. The Local Government Performance Reporting Framework measures were incorporated in Council's 2014/15 Annual Report.

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 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 Three funded priorities in the IT strategy.

Complete. Major ICT projects implemented in 2015/16 in accordance with the IT Strategy included:

- » Virtualisation of hardware and applications
- » Disaster Recovery implemented into a Cloud solution
- » ICT Security upgrade
- » Proactive monitoring of ICT hardware, software and environments
- » Upgrade of several software applications including Recreation services software, Kindergarten software and HR software.

MAJOR INITIATIVE

5.3.1a1 Appoint the successful tenderer and commence implementation of the new Electronic Document Management System (EDMS).

Complete. A successful tenderer was appointed during 2015/16 and implementation has begun. The EDMS is a new records management system to store and manage records and documents, making it simpler to find and share documents across the organisation and with the public.

5.3.2a Participate in the MAV LEAP Procurement Development program

Complete. Monash procurement expenditure data has been provided to Arc Blue who are the consultants supporting the MAV program. Arc Blue convert the data, allocating it against suppliers, expenditure categories, geographic location etc. Following on from this, Arc Blue held a workshop with our procurement team to understand what the data is showing and how we can use it to formulate our own procurement strategies.

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

Complete. Strategic Procurement staff 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 a tree pruning contract and we are investigating further collaboration opportunities.

Strategic Indicator/Measure	Progress
<p>5.3.3a Complete implementation of the Key Performance Indicators module in the Pulse corporate performance reporting system.</p>	<p>Progressing. The Local Government Performance Reporting Framework module was completed and was active in Pulse by mid June 2016.</p>
<p>5.3.4a Expand the number of online services (eg. payments, requests for service) that are provided via Council's website.</p>	<p>Complete. Online payments for annual rates notices were available from August 2016 as were online payments for animal registrations renewals.</p>

Community Outcome	Strategies to achieve this outcome
<p>5.4 Achieving our directions through leadership</p>	<p>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</p> <p>5.4.2 Mindful demonstration of the values of our organisation</p> <p>5.4.3 Seek partnerships with our community and more collaborative planning and service delivery with agencies and key stakeholders</p> <p>5.4.4 Extend our advocacy on our community's priorities and Council's key directions to 2017</p>

Strategic Indicator/Measure	Progress
<p>5.4.1a Leadership Training provided for new and existing leaders, with a focus in 2015/16 on contemporary leadership skills development.</p>	<p>Complete. From April to June 2016, Council's leadership group worked hard to achieve stronger employee engagement. Plans are in place to recap and reinforce with all leaders what has been learnt in our Authentic Leadership program and use of positive psychology to support organisational change.</p>
<p>5.4.2a Organisational values and behaviours are regularly discussed at managers forums and department meetings.</p>	<p>Complete. Council's leadership team (including the Executive Leadership Team, managers and coordinators) have reaffirmed the importance of regular team discussions about Council's vision, values and expected behaviors.</p>
<p>5.4.2b Undertake review of organisation values and relaunch to ensure consistent application of these values across the organisation in 2015/16.</p>	<p>Complete. Council's organisational values and expected behaviours have taken centre stage in 2016, with leadership forums focusing on these and linking them closely with managing poor performance and fostering high performing teams. In 2016/17, there will be further staff discussion and consultation about our organisation's values.</p>

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

Complete. During 2015/16 the following partnerships and joint ventures were formed:

- » Our Finance staff worked collaboratively with staff from Boroondara, Glen Eira, Stonnington and Whitehorse councils to achieve a united and consistent outcome when accounting for rehabilitation costs at the Clayton Landfill.
- » Children, Youth & Family Services staff formed a project control group in partnership with key partners Monash University, Bestchance, Link Health and Community, the Department of Education, Scope and community members. This group developed the new Monash Children, Young People and Families Strategy. Other partnerships formed by this department in 2015/16 were with Windermere, Multicultural Information Centre, Alfred Health and City of Greater Dandenong
- » Children, Youth & Family Services also developed a strong partnership with Link Health and Community to promote mental health wellbeing for young people; partnerships with playgroups to promote social inclusion of a diverse range of families including grandparents; promoting a child and young people safe community through education of services in the Child Safe Standards; working with other eastern metropolitan region councils and MAV to increase the unit price for immunisations to keep our residents healthy and active
- » The Aged & Community Care department commenced a joint service planning exercise with Link Health and Community to achieve best results for older residents of Monash. A focus will be on service mapping and better use of resources
- » The Community Planning and Development Department formed a partnership with Chinese Community Social Services, Link Health and Community, and the Chinese Federation to deliver the Chinese Male Health Event in March 2016. The department also formed a partnership with Oakleigh Police. Representatives from Victoria Police attended monthly Oakleigh community action plan meetings.
- » The Community Amenities department promoted the RSPCA 'Million Paws Walk' and the Link Health and Community- LinkPets program as part of animal registration renewals.

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.

All Complete.

1. The advocacy actions that involved promotion of our community research in 2015/16 were: the campaign for a headspace (youth mental health service) in Monash, pushing for legislative reform of the poker machine industry, and campaigning on family violence and gender equity issues

2. The seven major advocacy activities where Council advocated to State and Commonwealth governments and others in 2015/16 were:

- » Advocating to get the best outcome for the Clayton and Hughesdale communities from the government's elevated rail project including seeking a commitment from the State Government that the areas under the railway will be maintained. Following Council's strong push for maintenance of the public areas, the State Government has allocated \$15 million to a trust for maintenance of the public parks and spaces that will be created under the elevated rail
- » Submissions to the Essential Services Commission to get better outcomes on the council rate capping framework
- » Pushing for legislative reform of the poker machine industry
- » Campaigning for a Headspace (youth mental health service) in Monash
- » Advocating for four year old children to continue having access to 15 hours of kindergarten per week
- » Providing feedback to the State and Federal governments on aged care reform (calling for increases in funding and maintenance of quality service standards)
- » Strongly opposing the proposed overdevelopment of two Oakleigh South former school sites

3. The following six major advocacy activities were undertaken in 2015/16 to advance directions in the Council Plan:

- » Council made a submission to the Royal Commission into Family Violence
- » Monash pushed for legislative reform of the poker machine industry
- » Council and local young people campaigned for a Headspace (youth mental health service) in Monash
- » We advocated for four year old children to continue having access to 15 hours of kindergarten per week
- » Council provided feedback to the State and Federal governments on aged care reform (calling for increases in funding and maintenance of quality service standards)
- » Council strongly opposed the proposed overdevelopments of two Oakleigh South former school sites



Service Performance Indicators

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

Service/Indicator/Measure	Result		Material Variations
	2015	2016	
Governance Transparency - Council resolutions at meetings closed to the public [Number of Council resolutions made at 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 ordinary or special meeting of Council, or at a meeting of a special committee consisting only of Councillors] x100	5%	9.25%	There was an increase in the number of confidential reports considered by Council in 2015/16, particularly relating to the sale and development of Council assets.
Consultation and Engagement Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	58	62	This measure is taken from the 2016 Community Satisfaction Survey, a survey of local residents. We are so pleased that our community has noticed that we have lifted our standard of community consultation and engagement. We intend to keep working hard across the organisation to involve the community in Council decision making.
Attendance Councillor attendance at council meetings [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)]	91%	88%	There was a decrease in Councillor attendance at Council meetings.
Service cost Cost of Governance [Direct cost of the governance service/ number of Councillors elected at the last Council general election]	\$55,941	\$56,408	There was a minor increase, less than 1%, in governance costs in 2015/16.
Satisfaction Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	60	60	No material variations.

Key Capital Works projects for 2015/16

Ref. #	Capital Works Program 2015/16	Progress
CW1	Implement works identified in Council's Walking and Cycling Strategy with a focus on Scotchmans Creek Trail (between Warrigal Road & Drummond Street, Chadstone) and Dandenong Creek Trail (behind Oliver Court, Mulgrave).	Complete.
CW2	Undertake improvements to specified playgrounds in 2015/16.	Complete.
CW3	Upgrade Community halls in line with budget provisions for 2015/16.	Complete.
CW4	Maintain and refurbish footpaths as per the 2015/16 program.	Complete.
CW5	Implement drainage improvement works within budget constraints: <ul style="list-style-type: none"> » Bengal Crescent, Mount Waverley (Damper Creek catchment); and » Local drainage works at Erskine Crescent, Wheelers Hill (Kilburn Court). 	Complete.
CW6	Construct retaining walls, with the priority being Sixth Avenue, Burwood.	Progressing
CW7	Conduct the road resurfacing, kerb and channel replacement program for 2015/16.	Complete
CW8	Implement local road reconstruction works for 2015/16 with a focus on Moller Street, Oakleigh.	Complete.
CW9	Use 'Roads to Recovery 2' Federal Government funding to complete works in Lever Street, Oakleigh.	Complete.
CW10	Implement the traffic management program for 2015/16 with a focus on T-intersection slow points at Lum Road and Raphael Drive, Wheelers Hill.	Complete.
CW11	Implement car park improvement works for 2015/16 with a focus on an extension of the carpark at the Monash Aquatic and Recreation Centre, Glen Waverley (Ivanhoe Street side) and with a focus on the resurfacing of the gravel car park.	Complete.
CW12	Replace fleet, plant and equipment as per the 2015/16 program.	Complete.

Section Five

Official Statements





Performance Statement

For the year ended 30 June 2016

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 parts of Chadstone, Burwood, Oakleigh South and Wheelers Hill.

Monash is one of Melbourne's most populous municipalities, with an estimated residential population of 187,286 people living in more than 71,000 dwellings. We are regarded as a cosmopolitan city. Almost 45% of our residents were born overseas, having come from more than 45 different countries.

In keeping with the State Government's cap on rate increases, rate revenue will be increased by 2.5%, which works out to be an extra \$33 over the year for the average residential ratepayer. Controlling costs over many years, Council has been successful in ensuring Monash ratepayers pay hundreds of dollars less on average than ratepayers in other Victorian municipalities. For example, in the 2015/16 year, the average rates in Monash were \$1,418, compared with the statewide average of \$1,819. In 2016/17, the average rates in Monash will be \$1,454 while the statewide figure is yet to be released but will be above last year's statewide average.

Sustainable Capacity Indicators

For the year ended 30 June 2016

Indicator/measure	Results		Material Variations
	2015	2016	
Population			
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$826.12	\$814.23	No material variations.
Infrastructure per head of municipal population [Value of infrastructure / Municipal Population]	\$3,210.26	\$3,206.26	No material variations.
Population density per length of road [Municipal population / Kilometres of local roads]	246.39	250.05	No material variations.
Own-source revenue	\$713.59	\$778.16	Increase in Council's rates, growth from supplementary rates, additional parking infringement income, developer contributions and increased planning fees due to increased level of development in the municipality all contributed to an increase in revenue for 2015/16.
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]			
Recurrent grants	\$118.38	\$97.49	Fall in indicator due to an early receipt of the 2015/16 Victorian Grants Commission in 2014/15 and the ceasing of child care support funding for family day care in July 2015.
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]			
Disadvantage	9.00	9.00	No material variations.
<i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]			

Definitions

"adjusted underlying revenue" means total income other than:

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

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

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004.

"population" means the resident population estimated by Council.

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

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA. "SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its website.

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

Service Performance Indicators

For the year ended 30 June 2016

Service/indicator/measure	Results		Material Variations
	2015	2016	
Aquatic facilities Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	9.13	8.50	Decrease due to a decline in attendances of 6% (i.e. 95,806) over the year. This is attributed to a decrease in hirers, contracts and functions. Reporting for these visitations has also been refined in 2015/16 and based on actual compared to 2014/15 where numbers were based on estimates. However core services, i.e. total membership and swim school numbers have increased from 2014/15.
Animal management Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	44	35	The reduction in the number of animal management requests received during the 2015/16 reporting period can potentially lead to fewer prosecutions. All animal prosecutions were proven.
Food safety Health and safety <i>Critical and major non compliance notifications</i> [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%	99.73%	Marginal variations. Of the two outcomes reported as not followed up, one of the inspections was conducted in April 2016 and followed up on 1 July 2016 and therefore deemed to be missed in accordance with guidance material. The other food premises was inspected again in the 2015/16 reporting period and is currently compliant.
Governance Satisfaction <i>Satisfaction with Council decisions</i> (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community)	60	60	No material variations.
Home and community care Participation <i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	25.82%	20.29%	Variance is due to 2014/15 result including HACC clients who received both HACC and other services, the 2015/16 result includes clients who received domestic, personal and respite care only.
Participation <i>Participation in HACC service by CALD people</i> (Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services) x100	23.32%	19.72%	Variance is due to 2014/15 result including CALD HACC clients who received both HACC and other services, the 2015/16 result includes CALD clients who received domestic, personal and respite care only.
Libraries Participation <i>Active library members</i> [Number of active library members / Municipal population] x100	19.46%	19.04%	No material variations.

Indicator/measure	Results		Material Variations
	2015	2016	
Maternal and child health Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	79.33%	79.81%	Marginal increase due to the commencement of an outreach program to include families who have been unable to attend a centre for their KAS visits. This will assist with improved participation across the last two KAS age groups.
Participation <i>Participation in the MCH service by Aboriginal children</i> [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	59.52%	73.91%	Increase due to the Maternal and Child Health (MCH) Unit focusing on increasing the participation of children of Aboriginal and Torres Strait Islander (ATISI) background as part of the Service Improvement Plan (SIP) required by the Department of Education and Training. Every MCH across the State has had this added into their SIP. At Monash we have provided the MCH Nurses with specific cultural training.
Roads Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	71	72	No material variations.
Statutory Planning Decision making <i>Council planning decisions upheld at VCAT</i> [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%	55%	We have received more planning applications in the 2015/16 financial year compared to the previous year and consequently more decisions have been made. VCAT's decisions during this period are largely agreeable to our decision, as compared to the previous year. In the last year, VCAT has made changes to permit condition(s) through the appeal process rather than overturning our decisions. This means that there is greater consistency across Council in our decision making, and greater alignment with the Monash Planning Scheme, as VCAT is more favourably affirming our decision (subject to conditions).
Waste Collection Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	52.78%	50.99%	Slight reduction in rate due to ongoing reduced co-mingled recycling tonnages. During 2015/16 lower green waste presented for collection has resulted in less green waste tonnages. Recycling tonnages have decreased Industry-wide due to lightweight packaging. Increased electronic media has also reduced newspaper and catalogue printing which previously contributed to the recycling tonnages collected.

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.

“CALD” means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English.

“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 authorized 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 authorized 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 2016

Dimension/indicator/measure	Results		Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	
Efficiency							
Revenue level							
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,246.40	\$1,330.14	\$1,362.87	\$1,383.11	\$1,403.65	\$1,424.50	The current year's variance compared to the prior year reflects the Council's budgeted rate increase of 6% offset by an increase in the number of residential assessments due to increased developments (e.g. Subdivisions).
Expenditure level							
<i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$1,997.97	\$1,966.85	\$2,034.05	\$2,094.56	\$2,142.30	\$2,199.44	Trend shows that service levels are to be maintained throughout the 4 year period.
Workforce turnover							
<i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	9.57%	10.12%	10.12%	10.12%	10.12%	10.12%	No material variations.
Liquidity							
Working capital							
<i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	149.41%	193.19%	178.90%	182.62%	193.55%	198.12%	In 2015/16 Council has achieved a higher than budgeted surplus, which has resulted is higher than budgeted Working Capital Ratio. It is Council strategy to maintain the Working Capital Ratio above 150% in the long term.
Unrestricted cash							
<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	75.97%	-19.33%	26.26%	47.68%	63.76%	76.12%	The fall in unrestricted cash reflects a change in the classification as prescribed in the Model Financial Report of 90 day term deposits as Other Financial Assets and not Cash. The 2015 result cannot be adjusted to reflect this classification
Obligations							
Asset renewal							
<i>Asset renewal compared to depreciation</i> [Asset renewal expenses / Asset depreciation] x100	66.42%	63.00%	91.79%	94.61%	103.88%	111.12%	The trend reflects the Council's aim to bridge the asset renewal gap by funding more renewal capital works to upgrade the City's infrastructure.

<i>Dimension/indicator/measure</i>	Results					Forecasts			<i>Comments</i>
	2015	2016	2017	2018	2019				
Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	No material variations.
Loans and borrowings <i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	11.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Council achieved a debt free status as at 30 June 2015 and has no plans to borrow funds over the next four years to fund operating or capital expenditure.
Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	2.96%	2.70%	2.64%	2.58%	2.52%				No material variations.
Operating position Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	4.67%	11.20%	7.83%	6.90%	6.66%				The increased adjusted underlying surplus is due to an increase in supplementary rates, additional parking infringement income, developer contributions and increased planning fees due to increased level of development in the municipality. This together with strong controls in expenditure provided a strong surplus for 2015/16.
Stability Rates concentration <i>Rates compared to adjusted underlying revenue</i> (Rate revenue / Adjusted underlying revenue) x100	63.13%	63.44%	66.31%	66.73%	66.72%				No material variations.
Rates effort <i>Rates compared to property values</i> [Rate revenue / Improved Value of rateable properties in the municipality] x100	0.19%	0.21%	0.16%	0.14%	0.14%	0.15%	0.14%	0.14%	The current year variance compared to the prior year reflects the Council's budgeted rate increase of 6%. The values of all properties in Monash were re-assessed by independent valuers as at 1 January 2016. The forecast trend reflects that, although Council has approved a 2.5% increase in rate income in 2017, the value of residential properties in Monash increased by an average 39% between 2014 and 2016.

Definitions

“adjusted underlying revenue” means total income other than:

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

“adjusted underlying surplus (or deficit)” means adjusted underlying revenue less total expenditure.

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

“current assets” has the same meaning as in the AAS.

“current liabilities” has the same meaning as in the AAS.

“non-current assets” means all assets other than current assets.

“non-current liabilities” means all liabilities other than current liabilities.

“non-recurrent grant” means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council’s Strategic Resource Plan.

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

“population” means the resident population estimated by 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 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 2016

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 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not

been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its strategic resource plan on 28 June 2016 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 on 9518 3555.

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: 30 August 2016

In our opinion, the accompanying performance statement of the Monash City Council for the year ended 30 June 2016 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.



GEOFF LAKE

Mayor

Dated: 30 August 2016



REBECCA PATERSON

Councillor

Dated: 30 August 2016



ANDI DIAMOND

Chief Executive Officer

Dated: 30 August 2016

INDEPENDENT AUDITOR'S REPORT

To the Councillors, Monash City Council

The Performance Statement

I have audited the accompanying performance statement for the year ended 30 June 2016 of the Monash City Council which comprises the statement, the related notes and the certification of the performance statement.

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)

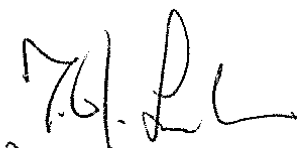
Independence

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, I and my 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 2016 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE
9 September 2016



Dr Peter Frost
Acting Auditor-General

SectionSix

Financials



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Comprehensive Income Statement

For the Year Ended 30 June 2016

	Note	2016 \$'000	2015 \$'000
Revenue			
Rates & Charges	3	108,947	101,220
Statutory Fees & Fines	4	9,400	7,781
User Fees	5	22,906	20,574
Grants - Operating	6	16,426	20,345
Grants - Capital	6	3,734	8,485
Contributions - monetary	7	7,295	5,628
Contributions - non-monetary	7	938	3,475
Net (loss)/gain on disposal of Property, Plant & Equipment	8	290	(129)
Interest Revenue	10	1,829	1,902
Share of net profit/(loss) of joint operation accounted for by the equity method	16	250	(2,227)
Other Revenue	9	2,117	2,920
Total Revenue		174,132	169,974
Expenses			
Employee Benefits	11	67,480	66,296
Materials & Services	12	58,269	58,775
Depreciation	13	25,456	25,433
Finance Costs	14	-	1,025
Other Expenses	15	1,289	1,342
Total Expenses		152,494	152,871
Surplus		21,638	17,103
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net Asset revaluation increment	27	227,303	420,387
Comprehensive result		248,941	437,490

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

Balance Sheet

As at 30 June 2016

	Note	2016 \$'000	2015 \$'000
ASSETS			
Current Assets			
Cash & Cash Equivalents	17	11,213	8,010
Trade & Other Receivables	18	7,822	7,138
Other Financial Assets	19	55,502	39,502
Inventories		59	66
Other Assets	20	1,492	1,339
Total Current Assets		76,088	56,055
Non-Current Assets			
Investments in joint arrangement accounted for using the equity method	16	2,316	2,066
Property, Infrastructure, Plant & Equipment	21	2,854,825	2,625,991
Intangible assets	25	2,339	935
Total Non-Current Assets		2,859,480	2,628,992
TOTAL ASSETS		2,935,568	2,685,047
LIABILITIES			
Current Liabilities			
Trade & Other Payables	22	13,536	12,812
Trust Funds & Deposits	23	9,561	8,747
Income in Advance	24	380	494
Provisions	26	15,908	15,470
Total Current Liabilities		39,385	37,523
Non-Current Liabilities			
Provisions	26	1,262	1,239
Liabilities in joint arrangement accounted for using the equity method	16	2,669	2,669
Total Non-Current Liabilities		3,931	3,908
TOTAL LIABILITIES		43,316	41,431
NET ASSETS		2,892,252	2,643,616
EQUITY			
Accumulated Surplus		953,631	932,858
Reserves	27	1,938,621	1,710,758
TOTAL EQUITY		2,892,252	2,643,616

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

Statement of Changes in Equity

For the Year Ended 30 June 2016

Note	Total 2016	Accumulated Surplus 2016	Asset		Other Reserves 2016	Total 2015	Accumulated Surplus 2015	Revaluation Reserve 2015	Other Reserves 2015
			Revaluation Reserve 2016	\$'000					
Balance at beginning of the Financial Year	2,643,617	932,858	1,695,206		15,553	2,206,127	905,265	1,274,923	25,939
Surplus for the year	21,638	21,638	-		-	17,103	17,103	-	-
Net asset revaluation increment	27	-	226,997		-	420,387	-	420,387	-
Transfers to Reserves	27	-	5,864		(5,864)	-	15,603	-	(15,603)
Transfers from Reserves	27	-	(6,729)		6,729	-	(5,217)	-	5,217
Balance at End of the Financial Year	2,892,252	953,631	1,922,203		16,418	2,643,617	932,858	1,695,206	15,553

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 2016

	Note	2016 Inflows/ (Outflows) \$'000	2015 Inflows/ (Outflows) \$'000
Cash Flows from Operating Activities			
Rates & Charges		109,396	100,901
Statutory Fees & Fines		9,400	7,781
User Fees		22,299	20,724
Grants - Operating		16,054	20,552
Grants - Capital		4,012	7,995
Contributions - monetary		7,295	5,628
Interest Received		1,713	1,924
Other Receipts		1,884	2,975
Net GST Refund		7,047	6,409
Employee Costs		(68,290)	(67,159)
Materials, Services and Contracts Paid		(67,033)	(63,417)
Trusts and Refundable Deposits repaid		997	1,805
Other Payments		(1,289)	(1,342)
Net cash provided by operating activities	28	43,486	44,776
Cash Flows from Investing Activities			
(Payments for) / Proceeds from Investment(Net)		(16,000)	2,500
Payments for Acquisition of Property, Infrastructure, Plant and Equipment		(25,407)	(31,127)
Proceeds from Sale of Property, Infrastructure, Plant and Equipment		1,124	975
Net cash used in investing activities		(40,283)	(27,652)
Cash Flows from Financing Activities			
Finance Costs		-	(1,025)
Repayment of Current Borrowings/Leases		-	(11,800)
Net cash used in financing activities		-	(12,825)
Net (decrease) increase in cash and cash equivalents		3,203	4,300
Cash and cash equivalents at the beginning of the financial year		8,010	3,710
Cash and Cash equivalents at the end of the financial year	17	11,213	8,010

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 2016

	Note	2016 \$'000	2015 \$'000
Property			
Buildings		4,130	9,700
Leasehold Improvements		-	49
Total property		4,130	9,749
Plant and equipment			
Plant, machinery and equipment		2,995	3,182
Fixtures, fittings and furniture		46	47
Computers and telecommunications		3,184	1,646
Library books		1,218	1,161
Total plant and equipment		7,443	6,036
Infrastructure			
Roads		4,176	4,060
Footpaths and cycleways		3,076	2,836
Drainage		2,081	2,876
Recreational, leisure and community facilities		4,369	4,521
Waste management		261	170
Parks, open space and streetscapes		1,072	532
Off street car parks		427	361
Other infrastructure		2,451	2,015
Total infrastructure		17,913	17,371
Total capital works expenditure		29,486	33,156
Represented by:			
New asset expenditure		3,847	5,532
Asset renewal expenditure		16,038	16,893
Asset expansion expenditure		111	-
Asset upgrade expenditure		9,490	10,731
Total capital works expenditure		29,486	33,156

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 2016

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 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 (AASs), other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Accounting

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

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

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

- » the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 1 (e))
- » the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 1 (k))
- » the determination of employee provisions (refer to Note 1 (o))

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

All accounting policies adopted for the reporting period are consistent with those of the previous reporting period with the exception of Cash & Cash Equivalents (notes 17 & 19). The change relates to the reclassification of cash investments with a maturity date in excess of 90 days as Other Financial Assets (Investments). In previous periods investments that had a maturity date within 90 days of 30 June were classified as Cash & Cash Equivalents.

The disclosure of Intangible Assets at Note 25 is new, however it is a reclassification of assets previously recorded as Non-current Assets - Software. Software is regarded as an identifiable, non-monetary asset without a physical form. Note 25 discloses all movements in intangible assets within the note.

Notes to the Financial Report

For the Year Ended 30 June 2016

(c) Accounting for investment in associates and joint arrangements

Council interest in joint operations are accounted for using the equity method. Under this method, the interests are 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 results of the entities is recognised in the Comprehensive Income Statement.

The 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 16.

(d) Revenue recognition

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.

Rates and Charges

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Statutory fees and fines

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

User Fees

User Fees are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied whichever first occurs.

Grants

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

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 contribution is disclosed in Note 6 and 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.

Contributions

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

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.

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.

(e) Fair value measurement

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

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.

Notes to the Financial Report

For the Year Ended 30 June 2016

(e) Fair value measurement (Cont.)

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities;

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

(f) Cash & 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.

(g) 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.

(h) 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 a revenue or expenses. This includes term deposits with original maturity of greater than three months.

(i) 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.

(j) Recognition and measurement of property, plant and equipment, infrastructure

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 below have been applied when recognising assets within applicable asset class and unless otherwise stated are consistent with the prior year.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the 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 21, Property, infrastructure, plant and equipment, and infrastructure.

Notes to the Financial Report

For the Year Ended 30 June 2016

(j) Recognition and measurement of property, plant and equipment, infrastructure (Cont.)

Revaluation (Cont.)

In addition, Council undertakes a formal revaluation (either by experienced and appropriately qualified council officers or independent experts) of land, buildings, and infrastructure assets on a regular basis, usually at intervals of 2 to 3 years. The basis of valuation is detailed in Note 21.

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.

(k) 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	2015/16 Useful Life	Threshold Limit \$
Land and Buildings		
- Land	Indefinite	1
- Land under roads	Indefinite	1
- Buildings	40-50 Years	1
Plant and Equipment		
- Plant Machinery and Equipment	2-7 Years	1000
- Furniture and Fittings	3-10 Years	1000
- Art	Indefinite	1
- Computer equipment	4-7 Years	1
- Library books	4-7 Years	
Infrastructure		
- Roads Pavements and Footpaths	100-150 Years	1000
- Bridges	40-120 Years	1000
- Drainage	100 Years	1000
- Recreational leisure and community	100 Years	1000
- Parks, open spaces and streetscape	40-120 Years	1000
- Bicycle paths	10-100 Years	1000
- Off street car parks	10-100 Years	1000
- Other infrastructure	10-100 Years	1000

(l) 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.

Notes to the Financial Report

For the Year Ended 30 June 2016

(m) 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.

(n) Trust Funds and Deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to Note 23).

(o) Employee costs

The calculation of employee benefits includes all relevant on-costs and are 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.

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 statements of cash flow on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(r) Financial Guarantee

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised. Details of guarantees that Council has provided, that are not recognised in the balance sheet, are disclosed at Note 32 contingent liabilities and contingent assets.

Notes to the Financial Report

For the Year Ended 30 June 2016

(s) 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.

(t) Pending Accounting Standards

Certain new AASs have been issued that are not mandatory for the 30 June 2016 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.

(u) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars.

(v) Comparative figures are as per 2014/2015 Audited financial statements except for the following notes:

1. Note 17 - Reclassification of short term deposits to other financial assets. Investments with a maturity of 90 days and less were considered cash & cash equivalents and all other investments are recorded under other financial assets. The term was taken from the date the investment was placed instead of at the end of financial year. This has resulted in a change of Unrestricted cash position in 2015 & 2016.
2. Note 6 - Reclassification of Commonwealth funding as State funding. Family and Children funding stated as Commonwealth was moved to State as the grant was distributed via Department of Human Services. Additional funding received from Creative Victoria & Walk To School was reclassified as State funding. Overall this results in \$240k added to State funding in 2015.
3. Note 21 - Reclassification of waste management assets from property plant and equipment to infrastructure assets. As per the Model financial report, waste management assets have been categorised under Infrastructure in 2015 & 2016.

Notes to the Financial Report

For the Year Ended 30 June 2016

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 percent or \$1,000,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 30 June 2015. The Budget was based on

assumptions that were relevant at the time of adoption of the Budget. Council set guidelines and parameters for revenue and expense targets in this budget in order to meet Council's business plan and financial performance targets for both the short and long-term. The budget did not reflect expected changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

	Budget 2016 \$'000	Actual 2016 \$'000	Variance 2016 \$'000	Variance 2016 %	Ref
Income					
Rates and charges	108,355	108,947	592	0.5%	
Statutory fees and fines	8,403	9,400	997	11.9%	1
User fees	21,867	22,906	1,039	4.8%	2
Contributions - monetary	2,464	7,295	4,831	196.1%	3
Contributions - non monetary	-	938	938	-100.0%	4
Grants - Operating (recurrent)	17,350	16,426	(924)	-5.3%	
Grants - Capital (recurrent)	2,289	2,277	(12)	-0.5%	
Grants - Capital (non-recurrent)	500	1,457	957	191.4%	5
Interest Revenue	1,110	1,829	719	64.8%	6
Other Revenue	1,458	2,117	659	45.2%	7
Profit from Sale of Assets	-	290	290	0.0%	
Share of net profit of joint operation	-	250	250	0.0%	
Total income	163,796	174,132	10,336	6.3%	
Expenses					
Employee costs	67,013	67,480	(467)	-0.7%	
Materials, Services & Contracts	59,105	59,558	(453)	-0.8%	
Depreciation & Amortisation	26,058	25,456	602	2.3%	
Total expenses	152,176	152,494	(318)	-0.2%	
Surplus for the year	11,620	21,638	10,018	86.2%	

Notes to the Financial Report

For the Year Ended 30 June 2016

NOTE 2 BUDGET COMPARISON (Cont.)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Statutory fees and fines	The favourable budget variance in Statutory fees and fines is predominantly from infringements of \$0.144M, court recovered fines of \$0.311M and town planning fees of \$0.525M.
2	User fees	User fees are higher than budgeted in building services of \$0.447M due to the increased level of development in the municipality and external income at the Waste Transfer Station of \$0.377M.
3	Contributions - monetary	Contributions-monetary have exceeded budget mainly due to additional income for public open space of \$3.88M and drainage and parking of \$0.651M.
4	Contributions - non monetary	Unbudgeted non-monetary contributions received are developer contributions that are non-cash related and include land and infrastructure.
5	Grants - Capital (non-recurrent)	Capital grants are higher than budgeted due to a combination of unbudgeted funding and funding received in advance related to capital projects for sports pavilions.
6	Interest Revenue	Higher than budgeted interest income is related to higher than anticipated funds on deposit.
7	Other Revenue	Other Revenue is higher than budget due mainly to a refund of carbon tax from Transpacific Industries Group and an adjustment from prior year for the Clayton Landfill Asset Rehabilitation.

Notes to the Financial Report

For the Year Ended 30 June 2016

NOTE 2 BUDGET COMPARISON (Cont.)

b) Capital Works

	Budget 2016 \$'000	Actual 2016 \$'000	Variance 2016 \$'000	Variance 2016 %	Ref
Property					
Land	70	-	70	100.0%	
Buildings & Building improvements	5,705	4,130	1,575	27.6%	1
Total Property	5,775	4,130	1,645	28.5%	
Plant and Equipment					
Plant, machinery and equipment	3,552	2,995	557	15.7%	2
Fixtures, fittings and furniture	46	46	-	0.0%	
Computers and telecommunications	2,848	3,184	(336)	-11.8%	3
Library books	1,223	1,218	5		
Total Plant and Equipment	7,669	7,443	226	2.9%	
Infrastructure					
Roads	4,409	4,176	233	5.3%	
Footpaths and cycleways	3,112	3,076	36	1.2%	
Drainage	2,620	2,081	539	20.6%	4
Recreational, leisure and community facilities	2,922	4,369	(1,447)	-49.5%	5
Waste management	190	261	(71)	-37.4%	6
Parks, open space and streetscapes	1,046	1,072	(26)	-2.5%	
Off street car parks	436	427	9	2.1%	
Other infrastructure	2,912	2,451	461	15.8%	7
Total Infrastructure	17,648	17,913	(265)	-1.5%	
Total Capital Works Expenditure	31,092	29,486	1,606	5.2%	
Represented by:					
New asset expenditure	4,131	3,847	284	6.9%	
Asset renewal expenditure	16,899	16,038	861	5.1%	
Asset expansion expenditure	438	111	327	74.7%	
Asset upgrade expenditure	9,624	9,490	134	1.4%	
Total Capital Works Expenditure	31,092	29,486	1,606	5.2%	

Notes to the Financial Report

For the Year Ended 30 June 2016

NOTE 2 BUDGET COMPARISON (Cont.)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Buildings & Building improvements	Delays in obtaining tenant agreement for design has resulted in some major sporting pavilions being deferred to 2016/17.
2	Plant, machinery and equipment	An underspend on plant replacement and the decision to pay out leased equipment budgeted in 2015/16 has resulted in a favourable variance.
3	Computers and telecommunications	The decision to bring forward expenditure on the EDMS system has resulted in an overspend in 2015/16.
4	Drainage	Two strategic drainage projects will be carried over into 2016/17.
5	Recreational, leisure and community facilities	Completion of playspace upgrade projects from 2014/15 and additional playspace upgrades and sports lighting projects have resulted in an unfavourable variance to the Adopted Budget.
6	Waste Management	An increase in demand for new bins led to additional expenditure in 2015/16.
7	Other Infrastructure	A re-allocation of Environmental Sustainability Road Map budget to operating, together with underspends on Retaining Walls and External Designs, has led to a favourable variance.

Notes to the Financial Report

For the Year Ended 30 June 2016

2016
\$'000

2015
\$'000

NOTE 3 RATES & CHARGES

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipality.

The valuation base used to calculate general rates for 2015/16 was \$52.021 billion (2014/15 \$51.318 billion). The 2015/16 rate in the dollar for residential was \$0.0020615 (2014/15 \$0.0019448) and for other properties \$0.0021611 (2014/15 \$0.0019448)

General Rates	107,042	99,802
Cultural & Recreational	215	194
Supplementary rates & rate adjustments	1,690	1,224
Total	108,947	101,220

The date of the latest general revaluation of land for rating purposes within the municipality is 1 January 2016 and the valuation was first applied in the rating year commencing 1 July 2016.

The date of the previous general revaluation of land for rating purposes within the municipality was 1 January 2014 and the valuation first applied to the rating period commencing 1 July 2014.

NOTE 4 STATUTORY FEES & FINES

Infringements	5,668	4,466
Court Recoveries	812	681
Town Planning Fees	2,060	1,782
Land Information Certificates	162	133
Permits	698	719
Total	9,400	7,781

NOTE 5 USER FEES

Service Charges	2,970	2,612
Recreation Fees	11,769	11,101
Waste Transfer Station	1,710	1,277
Building Services Fees	1,704	1,306
Library Fees and Fines	193	194
Bin Charges	1,206	1,101
Lease Charges	490	434
Hire and Rental Charges	773	697
Other Fees and Charges	2,091	1,852
Total	22,906	20,574

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
NOTE 6 GRANTS & SUBSIDIES		
Grants were received in respect of the following:		
Summary of grants & subsidies		
Commonwealth funded grants	7,271	15,658
State funded grants	12,889	13,172
Total	20,160	28,830
Operating Grants		
Recurrent - Commonwealth Government		
Victoria Grants Commission	1,865	5,659
Family and Children	2,141	2,231
Recurrent - State Government		
Family and Children	129	127
Maternal & child health	1,237	1,232
Libraries	1,120	1,091
General Home care	8,700	8,443
Youth Services	341	329
School crossing supervisors	328	320
Other	120	140
Total recurrent operating grants	15,981	19,572
Non Recurrent - Commonwealth Government		
Family and Children	362	523
Non Recurrent - State Government		
Other	83	250
Total non-recurrent operating grants	445	773
Total operating grants	16,426	20,345
Capital Grants		
Recurrent - Commonwealth Government		
Roads to Recovery	1,588	556
Victoria Grants Commission- Local Roads	668	1,704
Recurrent - State Government		
Libraries	21	21
Senior citizen centres	-	52
Total recurrent capital grants	2,277	2,333
Non Recurrent - Commonwealth Government		
Recreation	581	215
Economic Development	41	4,750
Other	25	20
Non Recurrent - State Government		
Recreation	419	612

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
NOTE 6 GRANTS & SUBSIDIES (Cont.)		
Economic Development	250	225
Other	141	330
Total non recurrent capital grants	1,457	6,152
Total capital grants	3,734	8,485
Total Grants	20,160	28,830
Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	3,097	826
Received during the financial year and remained unspent at balance date	749	2,448
Received in prior years and spent during the financial year	(3,097)	(177)
Balance at year end	749	3,097
NOTE 7 CONTRIBUTIONS		
Monetary	7,295	5,628
Non-monetary	938	3,475
Total	8,233	9,103
<i>Contributions of non monetary assets were received in relation to the following asset classes.</i>		
Land	795	3,230
Infrastructure	102	125
Other	41	120
Total non-monetary contributions	938	3,475

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
NOTE 8 NET GAIN / (LOSS) ON DISPOSAL OF PROPERTY, PLANT & EQUIPMENT		
Land		
Proceeds from Sale of Assets	184	-
Gain/(Loss) on Disposal of Land	184	-
Buildings		
Proceeds from Sale of Assets	-	3
Written Down Value of Assets Disposed	(113)	(212)
Write back of Revaluation on Assets Disposed	(125)	15
(Loss) on Disposal of Buildings	(238)	(194)
Plant & Equipment		
Proceeds from Sale of Assets	940	973
Written Down Value of Assets Disposed	(596)	(897)
Gain on Disposal of Plant & Equipment	344	76
Infrastructure		
Proceeds from Sale of Assets	-	-
Written Down Value of Assets Disposed	-	(33)
Write back of Revaluation on Assets Disposed	-	22
(Loss) on Disposal of Infrastructure	-	(11)
Total		
Proceeds from Sale of Assets	1,124	976
Written Down Value of Assets Disposed	(834)	(1,105)
Total Gain on Disposal of Property, Infrastructure, Plant & Equipment	290	(129)

NOTE 9 OTHER REVENUE

Monash Gallery of Art	249	232
Recoupment of Carbon Tax	221	1,201
Recoupment of FSPL Administration Services	89	87
Residential Care Facilities-Refurbishment Recovery	20	21
Garbage & Recycling	1,179	950
Other	359	429
Total	2,117	2,920

NOTE 10 INTEREST REVENUE

Investment Interest	1,574	1,603
Rates and Charges Interest	253	299
Other Interest	2	-
Total	1,829	1,902

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
NOTE 11 (a) EMPLOYEE BENEFITS		
Salaries & Wages	55,426	54,312
Work cover	782	972
Casual staff	4,877	4,684
Superannuation	5,330	5,192
Fringe Benefits Tax	268	259
Long Service Leave	1,783	1,606
Other Employee Related costs	597	649
	69,063	67,674
Less: Amounts capitalised (non-current assets constructed by Council)	(1,583)	(1,378)
Total	67,480	66,296

NOTE 11 (b) SUPERANNUATION

Council made contributions to the following funds:

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,191	3,191
Employer contributions - other funds	1,525	1,409
	4,716	4,600

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	614	592
	5,330	5,192

Refer to note 31 for further information relating to Council's superannuation obligations.

NOTE 12 MATERIALS & SERVICES

Materials and Services	7,789	7,640
Contract Payments	29,092	27,658
General Maintenance	2,406	2,352
Utilities	3,740	6,570
Office administration	10,287	10,150
Insurance	1,514	1,486
Consultants	2,215	1,446
Other	1,226	1,473
Total	58,269	58,775

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
NOTE 13 DEPRECIATION		
Buildings	7,309	7,429
Plant and Equipment	5,362	5,355
Infrastructure	12,785	12,649
Total	25,456	25,433

NOTE 14 FINANCE COSTS

Loan Interest	-	983
Other Interest	-	42
Total	-	1,025

NOTE 15 OTHER EXPENSES

Auditor's Remuneration - VAGO	66	61
Auditor's Remuneration - Internal	191	174
Councillor Allowances	408	404
Operating Lease Rentals	624	703
Total	1,289	1,342

NOTE 16 INVESTMENTS IN JOINT ARRANGEMENT ACCOUNTED FOR USING THE EQUITY METHOD

Regional Landfill Clayton South Unincorporated Joint Arrangement

Under an agreement dated 23 September 1986, the former City of Oakleigh (now vested in the Monash City Council) 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 2016 amounts to \$205k 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 2016 and is included in the Balance Sheet as follows:

Notes to the Financial Report

For the Year Ended 30 June 2016

NOTE 16 INVESTMENTS IN JOINT ARRANGEMENT ACCOUNTED FOR USING THE EQUITY METHOD (Cont.)

REGIONAL LANDFILL CLAYTON SOUTH JOINT OPERATION

Balance Sheet As at 30 June 2016

	2016 \$'000	2015 \$'000
Current Assets	10,599	13,159
Current Liabilities	(527)	(2,842)
Net Current Assets	10,072	10,317
Non-Current Assets	-	1,980
Non-Current Liabilities	(12,171)	(15,886)
Net Liability	(2,099)	(3,589)
Contribution-Re Land	1,659	1,659
Retained earnings	(3,758)	(5,248)
Deficit	(2,099)	(3,589)
Share of Monash City Council (16.8%) Movements		
Share in Joint Operation Equity as at 1 July	(603)	1,624
Share of net profits/(loss) of joint operation	250	(2,227)
Increase/(Decrease) for the year	250	(2,227)
Share in Joint Operation Equity as at 30 June 2016	(353)	(603)
Represented in Council's Balance Sheet - Equity		
Non-Current Assets - Investment in Joint arrangement accounted for using the equity method	2,316	2,066
Non-Current Liability - Investment in Joint arrangement accounted for using the equity method	(2,669)	2,669
Net Liability	(353)	(603)

The Clayton landfill site was closed in December 2015 and in anticipation of this closure an increase in the post closure provision of \$12.89 million was recognised in the 2014/15 year. This increase was a result of a review of post closure rehabilitation and after care management costs. The model used to determine the provision calculated the present value of the after care costs associated with the site based on advice from independent landfill experts Golder Associates.

The provision includes capping and gas infrastructure capital works that will be required during the 2016/17 year (\$7.80 million) and additional after care management costs for the next 29 years until 2045.

The provision is reassessed at the end of each reporting period in order to ensure that it accurately reflects the cost of aftercare management of 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.

At balance date the landfill itself retains sufficient liquidity to fund the post closure capital works and after care management costs for the medium term. It is, however, likely that additional Council funding will be required to support the entity in the longer term. Council has recognised its share of the future funding obligation as a Non current 'Other Liability'.

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
NOTE 17 CASH & CASH EQUIVALENTS		
Cash at bank	2,194	3,992
Cash on hand	19	18
Short term deposits (with a maturity date of 90 Days or less)	9,000	4,000
Total	11,213	8,010

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 23)	9,561	8,747
Statutory Reserve (Note 27 (b))	9,264	8,399
Total Restricted funds	18,825	17,146
Total unrestricted cash and cash equivalents	(7,612)	(9,136)

Please note that in relation to unrestricted cash Council also has \$55.5M of funds listed in Other Financial Assets (Note 19) as Short Term Deposits (\$39.5M 14/15).

NOTE 18 TRADE & OTHER RECEIVABLES

Current

Rates Receivable	3,538	3,271
	3,538	3,271
Parking Infringements	4,485	3,876
Less: Provision for Doubtful Debts	(3,808)	(3,261)
	677	615
Sundry debtors	3,773	3,267
Less: Provision for Doubtful Debts	(166)	(15)
	3,607	3,252
Total	7,822	7,138

Ageing of Sundry Debtors

The ageing of the Council's Sundry Debtors at reporting date was:

Current (not yet overdue)	3,110	3,117
Past due by up to 30 days	395	134
Past due between 31 and 180 days	268	16
Total Sundry Debtors	3,773	3,267

Movement in Sundry Debtors Provision for Doubtful Debts

Balance at the beginning of the year	15	42
Provisions adjusted during the year	151	(27)
Balance at the end of year	166	15

Notes to the Financial Report

For the Year Ended 30 June 2016

NOTE 19 OTHER FINANCIAL ASSETS

	2016 \$'000	2015 \$'000
Unlisted Shares- Procurement Australia	2	2
Short term deposits (with a maturity date over 90 Days)	55,500	39,500
Total	55,502	39,502

NOTE 20 OTHER ASSETS

Accrued Income	894	1,083
Prepayments	562	254
Other	36	2
Total	1,492	1,339

NOTE 21 PROPERTY, INFRASTRUCTURE, PLANT & EQUIPMENT

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2016	Accumulated Depreciation	WDV 30 June 2016	At Fair Value 30 June 2015	Accumulated Depreciation	WDV 30 June 2015
Land	2,065,662	-	2,065,662	1,845,775	-	1,845,775
Buildings	333,172	143,261	189,911	320,839	135,054	185,785
Plant and Equipment	47,405	23,564	23,841	46,189	22,650	23,539
Infrastructure	1,095,492	524,347	571,145	1,079,454	511,675	567,779
Work in progress	4,265	-	4,265	3,108	-	3,108
Total	3,545,996	691,172	2,854,824	3,295,365	669,379	2,625,989

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write Offs	Closing WIP
Buildings	1,269	3,487	3,462	191	1,103
Infrastructure	1,839	17,942	16,050	569	3,162
Plant and Equipment	-	5,735	5,735	-	-
Intangible assets	193	2,263	1,880	376	200
Other	-	59	-	(59)	-
Total	3,301	29,486	27,127	1,077	4,465

Notes to the Financial Report

For the Year Ended 30 June 2016

NOTE 21 PROPERTY, INFRASTRUCTURE PLANT AND EQUIPMENT (Cont.)

Land and Buildings	Land		Buildings		Total buildings	Leasehold improvements	Building improvements	Total buildings	Work in progress	Total property
	Land - specialised	Land - non specialised	Buildings - specialised	Buildings - non specialised						
At fair value 1 July 2015	1,387,405	455,718	2,652	1,845,775	320,839	-	-	320,839	1,269	2,167,883
Accumulated depreciation at 1 July 2015	-	-	-	-	(135,054)	-	-	(135,054)	-	(135,054)
	1,387,405	455,718	2,652	1,845,775	185,785	-	-	185,785	1,269	2,032,829
Movements in fair value										
Acquisition of assets at fair value	795	-	-	795	-	-	-	-	3,296	4,091
Revaluation increments	125,301	93,791	-	219,092	9,396	-	-	9,396	-	228,488
Fair value of assets disposed	-	-	-	-	(525)	-	-	(525)	-	(525)
Transfers	-	-	-	-	3,462	-	-	3,462	(3,462)	-
	126,096	93,791	-	219,887	12,333	-	-	12,333	(166)	232,054
Movements in accumulated depreciation										
Depreciation and amortisation	-	-	-	-	7,309	-	-	7,309	-	7,309
Revaluation increments	-	-	-	-	1,310	-	-	1,310	-	1,310
Accumulated depreciation of disposals	-	-	-	-	(412)	-	-	(412)	-	(412)
Transfers	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	8,207	-	-	8,207	-	8,207
At fair value 30 June 2016	1,513,501	549,509	2,652	2,065,662	333,172	-	-	333,172	1,103	2,399,937
Accumulated depreciation at 30 June 2016	-	-	-	-	(143,261)	-	-	(143,261)	-	(143,261)
	1,513,501	549,509	2,652	2,065,662	189,911	-	-	189,911	1,103	2,256,676

Notes to the Financial Report

For the Year Ended 30 June 2016

NOTE 21 PROPERTY, INFRASTRUCTURE PLANT AND EQUIPMENT (Cont.)

Plant and Equipment	Plant machinery and equipment	Fixtures, fittings and furniture	Computers and telecomms	Artwork	Library books	Work in progress	Total plant and equipment
At fair value 1 July 2015	21,070	7,949	4,188	6,105	6,877	-	46,189
Accumulated depreciation at 1 July 2015	(10,034)	(5,128)	(3,217)	-	(4,271)	-	(22,650)
	11,036	2,821	971	6,105	2,606	-	23,539
Movements in fair value							
Acquisition of assets at fair value	-	-	-	41	-	5,735	5,776
Fair value of assets disposed	(2,408)	(299)	(348)	-	(1,506)	-	(4,561)
Transfers	3,092	256	1,071	100	1,217	(5,735)	-
	684	(43)	723	141	(289)	-	1,215
Movements in accumulated depreciation							
Depreciation and amortisation	2,487	590	689	-	1,113	-	4,879
Accumulated depreciation of disposals	(1,816)	(298)	(345)	-	(1,506)	-	-
Transfers	-	-	-	-	-	-	-
	671	292	344	-	(393)	-	4,879
At fair value 30 June 2016	21,754	7,906	4,911	6,246	6,588	-	47,405
Accumulated depreciation at 30 June 2016	(10,705)	(5,420)	(3,561)	-	(3,878)	-	(23,564)
	11,049	2,486	1,350	6,246	2,710	-	23,841

Notes to the Financial Report

For the Year Ended 30 June 2016

NOTE 21 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	Total infrastructure
At fair value 1 July 2015	466,943	2,157	175,485	349,391	14,644	7,778	38,300	5,513	11,816	7,428	1,839	1,081,293
Accumulated depreciation at 1 July 2015	(184,379)	(842)	(108,651)	(180,261)	(5,539)	(1,609)	(18,194)	(2,326)	(5,276)	(4,599)	-	(511,675)
	282,564	1,315	66,834	169,130	9,105	6,169	20,106	3,187	6,540	2,829	1,839	569,618
Movements in fair value												
Acquisition of assets at fair value	-	-	102	-	-	-	-	-	-	-	17,373	17,475
Fair value of assets disposed	-	-	-	-	(113)	-	-	-	-	-	-	(113)
Transfers	2,357	100	2,408	1,670	2,790	1,525	3,338	619	582	660	(16,050)	-
	2,357	100	2,510	1,670	2,676	1,525	3,338	619	582	660	1,323	17,362
Movements in accumulated depreciation												
Depreciation and amortisation	3,877	21	1,352	3,450	630	380	469	213	515	1,878	-	12,785
Accumulated depreciation of disposals	-	-	-	-	(113)	-	-	-	-	-	-	(113)
	3,877	21	1,352	3,450	516	380	469	213	515	1,878	-	12,672
At fair value 30 June 2016	469,300	2,257	177,995	351,061	17,320	9,303	41,638	6,132	12,398	8,088	3,162	1,098,654
Accumulated depreciation at 30 June 2016	(188,256)	(863)	(110,003)	(183,711)	(6,056)	(1,989)	(18,663)	(2,539)	(5,791)	(6,477)	-	(524,348)
	281,043	1,394	67,992	167,351	11,265	7,313	22,975	3,593	6,607	1,611	3,162	574,307

Notes to the Financial Report

For the Year Ended 30 June 2016

NOTE 21 PROPERTY, INFRASTRUCTURE, PLANT & 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 2016 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Land	-	501,428	-
Specialised Land	-	-	1,561,583
Specialised buildings	-	-	190
Total	-	501,428	1,561,773

Valuation of infrastructure

Valuation of roads, footpaths and drains have 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 2016.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2016 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Roads	-	-	281,043
Bridges	-	-	1,394
Footpaths	-	-	67,992
Drainage	-	-	167,351
Total	-	-	517,780

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
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NOTE 21 PROPERTY, INFRASTRUCTURE, PLANT & 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 \$29 and \$4,449 per square metre.

1,516,153	1,390,057
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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 costs 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.

189,911	185,785
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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.

517,780	519,843
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Asset category	Unit rate range (\$)
Road - surface	11-12 sq metre
Road - pavement, kerb and channel and AG drains	50-230 sq metre
Footpaths	26-230 sq metre
Drains - pipes	637-1,540 per metre
Drains - pits	1,177-59,000 per item

Reconciliation of specialised land

	2016 \$'000	2015 \$'000
Land under roads	2,652	2,652
Parks and reserves and other	1,513,501	-
Total specialised land	1,516,153	2,652

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
NOTE 22 TRADE & OTHER PAYABLES		
Operating Payables	7,157	8,343
Capital Payables	5,397	3,799
Employee Costs	982	670
Total	13,536	12,812

NOTE 23 TRUST FUNDS & DEPOSITS

Refundable Deposits	7,910	7,497
Retention Amounts	1,122	954
Fire Services Property Levy	469	183
Other Refundable Deposits	60	113
Total	9,561	8,747

Purpose and nature of items

Refundable deposits - Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

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

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

NOTE 24 INCOME IN ADVANCE

Aquatic Facilities Membership & Learn-to-Swim	302	346
Other	78	148
Total	380	494

Notes to the Financial Report

For the Year Ended 30 June 2016

NOTE 25 INTANGIBLE ASSETS

Software

Gross carrying amount

Balance as at 1 July 2014	770
Additions from internal developments	505
Balance as at 1 July 2015	1,275
Additions from internal developments	1,879
Balance as at 30 June 2016	3,154

Accumulated amortisation and impairment

Balance as at 1 July 2014	(188)
Amortisation expense	(345)
Balance as at 1 July 2015	(533)
Amortisation expense	(482)
Balance as at 30 June 2016	(1,015)

Net book value as at 30 June 2015

742

Net book value as at 30 June 2016

2,139

2016
\$'000

Notes to the Financial Report

For the Year Ended 30 June 2016

NOTE 26 PROVISIONS

2016	Annual leave \$ '000	Long service leave \$ '000	Total \$ '000
Balance at beginning of the financial year	(5,190)	(11,520)	(16,710)
Additional provisions	(4,235)	(1,593)	(5,828)
Amounts used	4,337	1,268	5,605
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	(47)	(189)	(236)
Balance at the end of the financial year	(5,135)	(12,034)	(17,169)

2015	Annual leave \$ '000	Long service leave \$ '000	Total \$ '000
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
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	(343)	(76)	(419)
Balance at the end of the financial year	(5,190)	(11,520)	(16,710)

	2016 \$'000	2015 \$'000
(a) Employee provisions		
Current provisions expected to be settled within 12 months		
Annual leave	3,804	3,784
Long service leave	2,262	1,139
	6,066	4,923
Current provisions expected to be settled after 12 months		
Annual leave	1,331	1,407
Long service leave	8,511	9,140
	9,842	10,547
Total current provisions	15,908	15,470
Non-current		
Long service leave	1,262	1,239
Total Non-current provisions	1,262	1,239

The following assumptions were adopted in measuring the present value of employee benefits:

Weighted average increase in costs	2.50%	3.50%
Weighted average discount rates	1.58%	2.55%
Weighted average settlement period	2-5 Years	2-5 Years

Notes to the Financial Report

For the Year Ended 30 June 2016

NOTE 27 RESERVES

2016	Balance at beginning of reporting period	Increment / (decrement)	Balance at end of reporting period
	\$'000	\$'000	\$'000
(a) Asset revaluation reserves			
Property			
Land	1,485,072	219,092	1,704,164
Buildings	62,919	8,211	71,130
Infrastructure			
Roads and Footpaths	78,275	-	78,275
Drainage	57,779	-	57,779
Other Infrastructure	8,616	-	8,616
Other			
Plant & Equipment	11	-	11
Library Books	250	-	250
Art Collection	1,978	-	1,978
	1,694,900	227,303	1,922,203
Investment in Joint Arrangement (Joint Operation)			
Clayton landfill	306	(306)	-
Total Asset revaluation reserves	1,695,206	-306	1,922,203

2015	Balance at beginning of reporting period	Increment / (decrement)	Balance at end of reporting period
	\$'000	\$'000	\$'000
Property			
Land	1,012,810	472,262	1,485,072
Buildings	62,934	(15)	62,919
Infrastructure			
Roads and Footpaths	138,730	(60,455)	78,275
Drainage	49,162	8,617	57,779
Other Infrastructure	8,638	(22)	8,616
Other			
Plant & Equipment	11	-	11
Library Books	250	-	250
Art Collection	1,978	-	1,978
	1,274,513	420,387	1,694,900
Investment in Joint Arrangement (Joint Operation)			
Clayton landfill	306	-	306
Total Asset revaluation reserves	1,274,819	420,387	1,695,206

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 2016

NOTE 27 RESERVES (Cont.)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Statutory Reserve				
2016				
Drainage Reserve	6,483	1,041	(556)	6,968
Parking Reserve	1,916	380	-	2,296
Public Open Space Reserve	-	5,308	(5,308)	-
Total Statutory Reserves	8,399	6,729	(5,864)	9,264
2015				
Drainage Reserve	6,202	907	(626)	6,483
Parking Reserve	783	1,133	-	1,916
Public Open Space Reserve	-	3,177	(3,177)	-
Total Statutory Reserves	6,985	5,217	(3,803)	8,399

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 to provide additional open space in the municipality.

Notes to the Financial Report

For the Year Ended 30 June 2016

NOTE 27 RESERVES (Cont.)

(c) Discretionary Reserves	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
2016	\$'000	\$'000	\$'000	\$'000
Development Reserve	7,154			7,154
Total Discretionary Reserves	7,154	-	-	7,154
2015				
Development Reserve	7,154	-	-	7,154
Debt Management Reserve	11,800		(11,800)	-
Total Discretionary Reserves	18,954	-	(11,800)	7,154

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 provided for the reduction of Council's loan portfolio. Funds were used in 2014/15 to pay out Council's debt of \$11.8M.

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
NOTE 28 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS		
Surplus for the year	21,638	17,103
Depreciation	25,456	25,433
Net Gain/(Loss) on disposal of Property, Infrastructure, Plant and Equipment	(290)	129
Developer contributions of Land under roads	(795)	(3,230)
Developer contributions of Infrastructure	(102)	(125)
Art Donation	(41)	(120)
Capitalised Salaries (Note 11(a))	(1,583)	(1,378)
Share of loss from Clayton Joint Venture	(250)	2,227
<i>Change in operating assets and liabilities</i>		
(Increase)/Decrease in Receivables	(642)	(475)
Decrease/(Increase) in Prepayments	(308)	46
Increase/(Decrease) in Current Refundable Deposits	997	1,805
Increase/(Decrease) in Other Liabilities	-	14
Decrease in Investments	(20)	8
Increase/(Decrease) in Payables	(1,070)	2,109
Increase/(Decrease) in Current Provisions	473	1,342
(Decrease)/Increase in Non Current Provisions	23	(112)
Net cash provided by/ (used in) operating activities	43,486	44,776

Notes to the Financial Report

For the Year Ended 30 June 2016

NOTE 29 CONTRACTUAL COMMITMENTS

The Council has entered into the following commitments:

2016	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
Operating					
Cleaning Services	1,452	302	-	-	1,755
Domestic Waste Collection	11,300	8,138	10,506	-	29,944
Other Operating Services	3,736	281	264	-	4,280
Printing & IT Infrastructure	1,482	268	227	-	1,977
Recycling	1,895	1,421	-	-	3,316
Repairs & Maintenance	3,561	469	-	-	4,029
Supply Meals/Foodstuffs	625	-	-	-	625
Traffic & Parking Management	3,908	2,930	5,861	-	12,699
Utilities & Fuel	2,874	1,183	-	-	4,056
Election cost	673	-	-	-	673
Total Operating	31,504	14,992	16,857	-	63,353
Capital					
Buildings	541	-	-	-	541
Infrastructure	423	88	242	-	753
Roads	1,267	116	-	-	1,383
Total Capital	2,231	204	242	-	2,677

2015	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
Operating					
Cleaning Services	1,485	418	70	-	1,973
Domestic Waste Collection	7,544	5,621	3,834	-	16,999
Golf Course Management	83	0	0	-	83
Other Operating Services	4,302	1,137	15	-	5,454
Printing & IT Infrastructure	731	19	0	-	750
Recycling	1,901	1,901	1,426	-	5,228
Repairs & Maintenance	2,768	955	8	-	3,731
Supply Meals/Foodstuffs	352	145	0	-	497
Utilities & Fuel	2,667	2,571	1,183	-	6,421
Election cost	-	-	-	-	-
Total Operating	21,833	12,767	6,536	-	41,136
Capital					
Buildings	206	53	-	-	259
Infrastructure	1,595	105	314	105	2,119
Roads	429	157	79	-	665
Total Capital	2,230	315	393	105	3,043

Notes to the Financial Report

For the Year Ended 30 June 2016

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)	2016 \$'000	2015 \$'000
Not later than one year	591	638
Later than one year but not later than two years	214	531
Later than two years but not later than five years	-	212
Total	806	1,381

NOTE 31 SUPERANNUATION

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or 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 2016, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2015, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 105.8%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns 7.0% pa
Salary information 4.25% pa
Price inflation (CPI) 2.5% pa.

Vision Super has advised that the estimated VBI at 30 June 2016 was 102%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2015 interim 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 2015 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2016, this rate was 9.5% of members' salaries (9.5% in 2014/2015). This rate will increase in line with any increase to the 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.

Notes to the Financial Report

For the Year Ended 30 June 2016

NOTE 31 SUPERANNUATION (Cont.)

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

2015 Interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2015 identified the following in the defined benefit category of which Council is a contributing employer:

A VBI surplus of \$130.8 million; and

A total service liability surplus of \$239 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2015. 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 30 June 2015 VBI during August 2015.

Future superannuation contributions

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2017 is nil.

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 32 CONTINGENT LIABILITIES & ASSETS

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme. Matters relating to this potential obligation are outlined in Note 31. 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 potential amount.

Council has received a claim seeking a contribution towards site rehabilitation works at various old tip sites owned by the former Oakleigh Council. At balance date Council is unable to accurately assess its liability, validity of the claim or the financial implications of such works and as such, at this time, is unable to accurately measure and recognise as a provision.

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.

	2016	2015	Guarantee
	Outstanding Loan Liability	Outstanding Loan Liability	Limit
	\$'000	\$'000	\$'000
Waverley Hockey Club	227	251	300
	227	251	300

CONTINGENT ASSETS

As at 30 June 2016, there are no potential contingent assets

NOTE 33 FINANCING ARRANGEMENTS

	2016	2015
	\$'000	\$'000
Credit card facilities	100	100
Other facilities	7,500	7,500
Total facilities	7,600	7,600
Used facilities	8	14
Unused facilities	7,592	7,586

Other facilities include the TNA (Transaction Negotiation Authority) facility on the Direct Entry Bulk File processing.

Notes to the Financial Report

For the Year Ended 30 June 2016

NOTE 34 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; and
- » 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.

Council 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 32.

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 2016

NOTE 34 FINANCIAL INSTRUMENTS (Cont.)

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or we will not have sufficient funds to settle a transaction when required, 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; and
 - sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 32, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade.

Unless otherwise stated, the carrying amount of financial instruments reflect their fair value.

(e) 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.

Notes to the Financial Report

For the Year Ended 30 June 2016

NOTE 35 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 2015 to 30 June 2016

Councillor Micaela Driberg
 Councillor Brian Little
 Councillor Stefanie Perri
 (Mayor 23/11/15 to 27/04/16) resigned 27/04/16
 Councillor Geoff Lake
 (Mayor 04/05/16 to 30/06/16)
 Councillor Robert Davies
 Councillor Jieh Yung Lo
 Councillor Katrina Nolan
 Councillor Paul Klisaris
 (Mayor 01/07/15 to 22/11/15) resigned 13/05/16
 Councillor Bill Pontikis
 Councillor Rebecca Paterson
 Councillor Theo Zographos
 Councillor John Sharkey
 (14/06/16 to current)
 Councillor Nga Hosking
 (23/05/16 to current)

Chief Executive Officer

Andi Diamond

(ii) Remuneration of Responsible Persons

Annualised remuneration of responsible persons were within the following bands:

	2016	2015
	No.	No.
\$1 - \$9,999	2	1
\$10,000 - \$19,999	-	1
\$30,000 - \$39,999	9	8
\$40,000 - \$49,999	1	-
\$50,000 - \$59,999	-	1
\$60,000 - \$69,999	1	-
\$70,000 - \$79,999	-	1
\$360,000 - \$369,999	1	1
Total	14	13

Total Remuneration for the reporting year for Responsible Persons included above amounted to:

	2016	2015
	\$'000	\$'000
	770	767

- (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 \$139,000 (2014/15 \$136,000), or if remuneration is less than \$139,000 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:	2016	2015
	No.	No.
<\$139,000	-	4
\$139,000 - \$139,999	2	-
\$140,000 - \$149,999	4	5
\$150,000 - \$159,999	5	7
\$160,000 - \$169,999	4	2
\$170,000 - \$179,999	3	3
\$180,000 - \$189,999	1	4
\$190,000 - \$199,999	2	-
\$200,000 - \$209,999	1	-
\$210,000 - \$219,999	-	2
\$230,000 - \$239,999	2	1
\$240,000 - \$249,999	1	1
\$250,000 - \$259,999	2	-
\$310,000 - \$319,999	-	1
Total	27	30

	2016	2015
	\$'000	\$'000
Total Remuneration for the reporting year for Senior Officers includes all bonuses, termination payments and payments of outstanding leave which amounted to:	4,811	5,007

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: 30 August 2016

In our opinion the accompanying financial report presents fairly the financial transactions of Monash City Council for the year ended 30 June 2016 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
GEOFF LAKE



Councillor
REBECCA PATERSON



Chief Executive Officer
ANDI DIAMOND

Dated: 30 August 2016

INDEPENDENT AUDITOR'S REPORT

To the Councillors, Monash City Council

The Financial Report

I have audited the accompanying financial report for the year ended 30 June 2016 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 report.

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, I and my staff and delegates complied with the applicable independence requirements of the Australian Auditing Standards and relevant ethical pronouncements.

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 2016 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*.

MELBOURNE
9 September 2016



Dr Peter Frost
Acting Auditor-General



CITY OF
MONASH

Monash Civic Centre


293 Springvale Road
Glen Waverley, 3150
Hours: 8.15am to 5pm
Monday to Friday


Oakleigh Service Centre

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

Telephone	Facsimile
9518 3555	9518 3444

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

 mail@monash.vic.gov.au

 www.monash.vic.gov.au



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