

5.2 MONASH COUNCIL'S 2021/22 ANNUAL REPORT

Responsible Senior Officer: Dr Andi Diamond, Chief Executive Officer

RECOMMENDATION

That Council adopts the Annual Report for the 2021/22 year, in accordance with the Local Government Act 2020.

INTRODUCTION

Council has prepared a detailed account of its financial and operational performance for the 12-month period ending 30 June 2022 as required under the *Local Government Act 2020*. Due to changes in the Act, councils no longer have to submit annual reports to the Minister for Local Government.

BACKGROUND

The Annual Report provides a comprehensive account of Council's performance over the 12-month period. The report details Council's key achievements and demonstrates our commitment to transparency, accountability and good governance.

DISCUSSION

The report includes the Financial and Performance Statements that were considered by Council at its meeting on 27 September 2022. These Statements were subsequently certified by the Victorian Auditor-General's Office.

In addition to these Statements, the Annual Report outlines how Council performed against its stated objectives in the Council Plan (major initiatives and services for 2021/22). As the Annual Report demonstrates, Council performed strongly in the 2021/22 year, despite the continued challenges posed by the COVID-19 pandemic throughout 2021 and 2022. Council listed three Major Initiatives to be achieved in 2021/22 in its Council Plan in 2021-2025 with two of the three Major Initiatives achieved. One is progressing and due to be completed by November 2022.

There was a total of 53 Council Plan initiatives in 2021/22 with 49 (92.5%) achieved and four (7.5%) progressing (to be carried through to 2022/23).

Some of Council's major activities in 2021/22 included:

Response to COVID-19

The challenges of the COVID-19 pandemic continued to have an impact on the Monash community in 2021/22. To help the community, Council extended for a second year (until 30 June 2022) the option for businesses and homeowners to defer their rates payments with zero interest. Council also waived the annual permit fees for footpath dining areas until 30 June 2022.

Council's response to the COVID-19 pandemic continued to be guided by advice from the Victorian Government and the Chief Health Officer with the safety and welfare of our staff and the community our priority.

At the start of the pandemic in 2020, Council established an Incident Control Group (ICG) to liaise with the State Government through the Department of Health, Department of Jobs, Precincts and Regions, Emergency Management Victoria and the State Control Centre. The ICG, together with Council's Community Response Team, continued to operate during the pandemic to support the community, local businesses and Council operations to adapt and evolve in line with restrictions that have been introduced at different times throughout the pandemic. The ICG was reduced in May 2022 to a small core group as the pandemic restrictions eased.

Bin changes

To reduce landfill waste, and encourage residents to put green and food waste in the green waste bin, Council introduced changes to its bin collection. From August 2022, food and garden waste (green lid) bins is collected weekly, and landfill (red lid) bins will be collected every two weeks. Recycling (yellow lid) bins will continue to be collected fortnightly. The change followed the largest-ever consultation undertaken by Council, with more than 7000 contributions in an online and phone survey, pop-up information sessions in person and online, and through phone calls, social media and emails.

As a result of the feedback, Council implemented a number of changes to what was initially proposed including offering a larger landfill bin or a second small bin at no extra cost for households with two or more children in nappies, residents with a medical condition that causes more waste or a family of six or more with financial hardship. Further changes include reducing the cost of an additional recycling bin to \$65 per year; a saving of more than \$150 off the original pricing. Sample packs of compostable liners for caddies will be sent to all households, and all received an information pack prior to the changes, including a letter from the Mayor, the 2022-23 waste collection calendar, a guide to recycling and an A-Z list of recycling in Monash.

Monash Tennis Centre

The new \$26.7 million 18-court public tennis centre is taking shape in Glen Waverley on land adjacent to the Glen Waverley Golf Course. Part of the Glen Waverley Sports Hub, it is being developed with \$21 million funding from the State Government, and \$5.7 million from Council. It will include a regional-level tennis facility, multi-sport pavilion, golf practice facilities, public open space improvements, car parking, and supporting infrastructure. Construction is due to start in the second half of 2022 and the centre is expected to be ready for play in early 2024.

Child and family hubs

The new purpose-built Wellington Child and Family Hub officially opened in March 2022, with two kindergarten rooms, two maternal and child health consulting rooms, two specialist consulting rooms, and a community playgroup room. The hub in Mulgrave was finished in November 2021, ready for the 2022 kindergarten year. The redevelopment of Pinewood Kindergarten and Maternal and Child Health Centre in Mount Waverley has been continuing throughout 2022. The new single-storey facility is due to be ready for service delivery in 2023. It will have beautiful indoor and outdoor spaces, including two kindergarten rooms, a three-room Maternal and Child Health service, a base for the Enhanced Maternal and Child Health service and a community playgroup area.

Council's response to climate change

In-line with Council's commitment to achieving net zero emissions by 2025, a key part of the Zero Net Carbon Action Plan, A key part of this plan, the Environmental Sustainable Design (ESD) Policy for Council Buildings and Infrastructure, was endorsed in January 2022. In the first half of 2022, Council upgraded heating and cooling and installed Solar PV in our major facilities, including the Monash Aquatic and Recreation Centre (MARC), Oakleigh Recreation Centre (ORC), Clayton Community Centre and Monash Operation Centre (MOC), to reduce emissions.

Suburban Rail Loop

The Glen Waverley Activity Centre is earmarked for one of three Suburban Rail Loop stations in Monash. Other stations will be at Clayton and Monash University. In March 2021, the SRLA notified Council that planning and design work undertaken by SRLA identified Council-owned properties, including 31-39 Montclair Avenue, Glen Waverley (planned car park), were likely to be required for stage one of the Suburban Rail Loop. As a result, Council resolved it was not feasible to continue the proposed Montclair car park's detailed design. Council had undertaken substantial work on the project but has investigated an extension of the Bogong Avenue car park in Glen Waverley. Council has approved a schematic design for four additional floors providing 518 new car parking spaces for a total of 1032 parking options at Bogong.

In December 2021, and after community consultation, Council made a submission to the Suburban Rail Loop East: Environment Effects Statement and Planning Scheme Amendment GC197 on possible effects on the area resulting from the rail loop project.

Council wrote to all households and businesses in the 3150 (Glen Waverley) postcode inviting them to an information session on 13 July 2022 to report on the status of the State Government's Suburban Rail Loop project, outline several issues Council has identified for Glen Waverley arising from the project and seek the community's feedback on what Council proposes for the Glen Waverley activity centre.

Advocacy campaigns

Over this 12-month period, Council advocated on a number of issues on behalf of our community including:

- Innovate Reconciliation Action Plan - Council is developing an Innovate Reconciliation Action Plan (RAP) to be formally endorsed by Reconciliation Australia. Our two-year *Innovate* RAP will outline the shared approach Council will take to work alongside Traditional Owners and Aboriginal and Torres Strait Islander peoples to advance reconciliation in our workplace and across the Monash municipality.
- 13 Councils Homelessness Campaign – During Homelessness Week in August 2021, the group of 13 councils launched the Housing First for People Sleeping Rough Practice Guide for Local Government. The new guide acknowledges that homelessness is a complex issue requiring a triage of support including mental health, but the first step needs to be providing a safe and secure home. It outlines the problem and possible solutions based on current best practice.

- Post-COVID recovery - Council continued to support traders in their efforts to work through continued challenges with the Back our Businesses – Shop Local campaign, and the Eat Drink Play Monash social media campaign that supported our local hospitality businesses and made it easier for everyone to explore the city post-COVID
- Council recognised World Elder Abuse Awareness Day on 15 June. The Monash Civic Centre was lit up purple, the colour of the campaign. Council also hosted a series of information and community events, including short film screenings, a men’s health information session at Monash Men’s Shed, and a Walk and Jazz in The Park event
- Active Monash hosted its second annual Pride Night in April 2022. The evening was held to promote inclusive and accessible physical activity for the LGBTIQ+ community and their allies
- Gambling prevention - Monash Council has for years advocated for Hawthorn Football Club to remove its ties to the Vegas gambling facility at the Waverley Gardens venue. In May 2022, the football club announced it was selling the 75-machine venue, where almost \$5 million was lost in 2020/21, to the Melbourne Racing Club (MRC). A letter from Mayor Stuart James was sent to congratulate the club on the decision to cut ties with the gambling industry and recognise the harm it creates.
- 16 Days of Activism Against Gender-Based Violence - Council continues to support 16 Days of Activism, a global campaign to raise awareness about violence against women and its impact on a woman's physical, psychological, social wellbeing and economic security. In 2021/22, Council showed support through a social media campaign over the 16 days, lighting up of the Civic Centre, a number of staff events and training sessions, and public walks and online sessions for the community.
- School crossings – Council is advocating for the State Government to fully fund the supervision of school crossings. School crossing supervision is an important service, but one that ought to be fully funded by the State Government as part of its responsibilities for funding education services in Victoria.
- State and Federal Election advocacy – with both elections in 2022, our advocacy efforts continued for much-needed infrastructure and services. We have seven priority areas, with a series of projects that need important funding contributions from either or both levels of government. These projects include a perinatal emotional health program; upgrades to reserves, rail trails and Waverley Women’s Sports Centre; two new parks for Clayton; investment in our library service; and a variety of transport and activity centre initiatives.

CONCLUSION

That Council considers and adopts the Annual Report for the 2021/22 year, in accordance with the *Local Government Act 2020*.



ANNUAL

2021/22

Report



Indigenous Acknowledgement

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

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SectionONE

Highlights



Welcome

Monash Council is proud to present this 2021/22 Annual Report to our ratepayers, community members and other stakeholders.

This report provides a comprehensive account of our operations for the 2021/22 financial year including major projects, challenges and what we hope to achieve in the year ahead. It also sets out how we met the objectives in our key strategic document, our *Council Plan 2021-2025*, as well as important information on our finances, governance, and our organisation.

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

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

Your feedback is important, and if there's anything you would like to see in this report, please let us know by email at [✉ mail@monash.vic.gov.au](mailto:mail@monash.vic.gov.au) or on [📞 9518 3555](tel:95183555).



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

1 HIGHLIGHTS

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

2 GOVERNANCE

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

3 OUR COUNCIL

General information about Monash, our councillors, staff numbers, organisation structure, equal opportunity, training and organisational development, and occupational health and safety.

4 OUR KEY STRATEGIC OBJECTIVES

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

5 OFFICIAL STATEMENTS

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

6 FINANCIALS

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

Our Profile Of Our City

Monash is a culturally diverse community in Melbourne's south-east suburbs and is home to 193,051 residents.

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

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

Snapshot of Monash

- » 193,051 residents
- » 76,177 dwellings
- » 52 per cent of our residents speak a language other than English at home
- » 35 per cent of our residents aged 15+ have a university qualification
- » 50 per cent of our residents were born overseas
- » The median age of our residents is 38 years
- » Participation in the labour force is 57 per cent (56 per cent full time and 35 per cent part time)
- » 30 per cent of residents in the workforce are professionals
- » 67 per cent of residents travel outside the area to work
- » In Monash, Education and Training is the most productive industry, generating \$2.05 billion in 2020/21, followed by Health Care and Social Assistance which generated \$1.9 billion
- » There are 27,327 local businesses employing 143,736 people
- » Health care and social assistance is the largest employer, generating 21,436 local jobs in 2020/21
- » 35 per cent of households are couples with children
- » 21 per cent of households are lone person
- » \$13.4 billion of exports were generated in Monash in 2020/21
- » 12.9 per cent of our residents do voluntary work
- » 10,973 people or 5.8 per cent need help due to a disability.

Information on the Monash community is available at www.monash.vic.gov.au/About-Us/Our-City/Monash-Profile-and-Statistics



Our Vision Of Monash



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

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

Our Mission



Making a difference through commitment, expertise and leadership.

Our Values



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

ACCOUNTABILITY

We are responsible for our actions and behaviours every day.

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

RESPECT

We value diversity and appreciate others.

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

TEAMWORK

We work collaboratively to achieve shared goals.

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

Interesting Statistics For 2021/22

347,143

downloads of eBooks, magazines and audio books from our Library service's electronic resources



788

kilometres of local roads



1,338

planning applications were received



12,565

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

320,029

visitors to Monash libraries



86,913

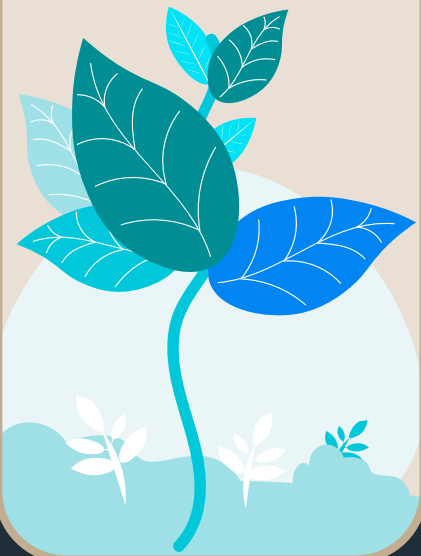
members of the public visited our Monash Recycling and Waste Centre

12.9%

of our residents do voluntary work

71,623

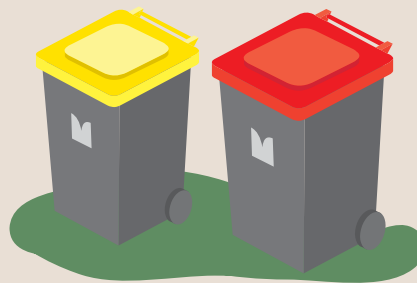
trees, plants and shrubs were planted



1,086

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

Collectively more than **14,500km** of roads swept over the year



72,182.78

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

7,560

Our Customer Experience team responded to interactions through Webchat





Performance Highlights For 2021/22

Council listed three Major Initiatives to be achieved in 2021/22 in its Council Plan 2021-2025.

Two Major Initiatives were achieved, and one is progressing.

There were a total of 53 actions listed in Council's Annual Plan in 2021/22. Of these, 49 were completed and the remaining four are progressing.

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

MAJOR INITIATIVE	STRATEGIC OBJECTIVE	RESULT
<p>Implement the following initiatives from the Zero Net Carbon Action Plan 2020-2025:</p> <ul style="list-style-type: none"> a. Replace the pool water heating boiler at Monash Aquatic and Recreation Centre (MARC) b. Install a solar system at MARC c. Install a solar system at Clayton Aquatics and Health Club (CAHC) d. Install a solar system at Monash Operations Centre e. Install a boiler and heat pump at Oakleigh Recreation Centre (ORC) f. Building tuning to optimise energy savings g. Analyse and report to verify financial and Greenhouse Gas (GHG) saving. 	<p>Sustainable City</p>	<p>PROGRESSING: The Zero Net Carbon Action Plan 2020-2025 provides a pathway for Council to become carbon neutral by 2025 and was a commitment made by Council in 2020. Pework and works specifications were complete for all 2021/22 initiatives from the Zero Net Carbon Action Plan 2020-2025. However, some installations have been delayed due to supply issues. Installations are due to be completed by November 2022.</p>
<p>Minimum 90 per cent of agreed Capital Works Program delivered annually.</p>	<p>Enhanced Places</p>	<p>ACHIEVED: 90.2 per cent of agreed Capital Works Programs was delivered in 2021/22.</p> <p>Some key parts of the Capital Works Program were the Mulgrave Library expansion, Glen Waverley Library Forecourt – Stage Two, Wellington Child and Family Hub, and the Waverley Women’s Outdoor Netball Court redevelopment. The Capital Works spend was \$61.9 million.</p>
<p>Deliver the following initiatives from the Digital Strategy:</p> <ul style="list-style-type: none"> a. Digital Experience Platform (DXP) - Website Refresh b. E-Services Implementation Program c. Digital - Data Analytics Program d. Digital - Integration Platform Commissioning (Middleware) e. Digital engagement platforms - Website. 	<p>Good Governance</p>	<p>ACHIEVED: Council’s Digital Transformation Project is a three-year group of Transformation projects (2020-2023) that will transform our organisation and put our Monash customers at the heart of everything we do. Initiatives from the Digital Strategy were delivered. Key highlights were the refresh of four websites, digitisation of 30 e-services processes, and the integration of the financial system upgrade (Oracle Cloud).</p>



Challenges in 2021/22

» COVID-19

The challenges of the COVID-19 pandemic continued to have an impact on the Monash community in 2021/22. Victoria experienced further COVID-19 lockdowns, in July 2021 and from August to October 2021, to help slow the spread of the virus, resulting in businesses again being forced to close and Council unable to open its doors to the community.

To help the community, Council extended for a second year (until 30 June 2022) the option for businesses and homeowners to defer their rates payments with zero interest. Council also waived the annual permit fees for footpath dining areas until 30 June 2022.

Council's response to the COVID-19 pandemic continued to be guided by advice from the State Government and the Chief Health Officer with the safety and welfare of our staff and the community our priority.

Our efforts focused on:

1. Emergency Management – supporting state-wide and regional emergency responses
2. Being a model employer – by providing a safe workplace for our staff, customers and visitors
3. Community leadership – Information sharing and public messaging
4. Supporting the community – working with local community groups to support residents and helping businesses.

At the start of the pandemic in 2020, Council established an Incident Control Group (ICG) to liaise with the State Government through the Department of Health, Department of Jobs, Precincts and Regions, Emergency Management Victoria and the State Control Centre. The ICG, together with Council's Community Response Team, continued to operate during the pandemic to support the community, local businesses and Council operations to adapt and evolve in line with restrictions that have been introduced at different times throughout the pandemic. This coordinated, well-planned and systematic approach placed Council in a position of being able to respond quickly to changing restrictions



while continuing to provide the services that are critical to the Monash community. The ICG was reduced in May 2022 to a small core group as the pandemic restrictions eased.

During the pandemic, the need for accurate and up-to-date information was still critical, and this was provided to the community through social media, website updates, signage and use of Council newsletters and the *Monash Bulletin*. It included warnings of exposure sites for COVID-19 cases in Monash and information on testing and vaccination sites.

Council staff also worked directly with local businesses to provide support and information to assist businesses to access government support packages, including through the Monash Council Business Concierge and Hospitality Support Program.

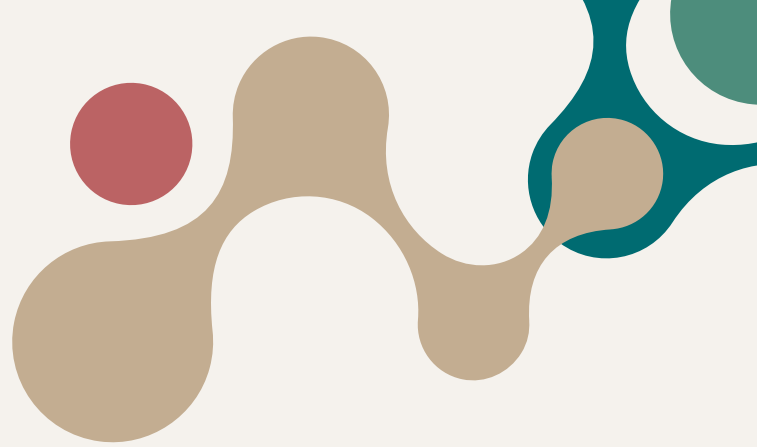
COVID-19 continued to affect many of our much-loved events. The Carols by Candlelight event at Jells Park was cancelled. It was replaced by Council's Christmas program for December 2021, which included great music, lighting activations and daily visits by roving Christmas characters across shopping areas in Monash. In



January 2022, a series of performances was held as part of the Monash Summer Series for small audiences in local areas. Other events affected by the pandemic in 2021/22 were Council's literary festival WordFest, the Winter Concert Series, Clayton Festival and the Family Fun Day. Officers worked quickly to move events online or to reschedule them, and it was pleasing to see the community appreciate the work involved and continue to join in and support these popular events. WordFest 2022 went ahead in June 2022, with a stellar line-up that concluded with the Sir John Monash Lecture on 14 July.

The inaugural EMERGE night festival was held over four days in June 2022 featuring illuminated animals, soundscapes and installations and roving performers. The event attracted huge crowds who enjoyed the fire, bubbles, UV lighting, glow body paint and music.

The Monash Public Library branches and Monash Gallery of Art were required to close for periods throughout the year due to COVID-19 restrictions, but remained accessible through online programs, the creation of new microsites for exhibitions and education, and a successful contactless click-and-collect service.



» **Outdoor dining**

With State Government funding of \$500,000 under the Outdoor Dining and Entertainment Package, Council rolled out an expansion of outdoor dining areas along footpaths and in some car spaces in our activity centres to allow cafes and restaurants to continue offering dining experiences when numbers were restricted in indoor venues. Upon completing the roll-out of this program, Council allocated an unspent \$140,000 to various activity centres. \$25,000 was allocated to each of the following centres: Pinewood, Oakleigh, Glen Waverley, Clayton and Mount Waverley. \$5,000 was allocated to each of the following centres: Hughesdale, Huntingdale and Syndal. Several improvements were planned, such as street fairy lights and various entertainment events, to attract people to the centres.

Council received a further \$500,000 from the State Government (Monash being one of the few councils that received the maximum amount available) for delivery of longer-term 'parklets' for use by the general public not associated with any specific business; and a media campaign to showcase our activity centres and hubs and encourage a broader audience to visit and experience what these centres have to offer.

With the easing of restrictions and a return of indoor dining, Council resolved in March 2022 not to extend outdoor dining permits and to return public land to the community. Traders can also still apply through Council's footpath trading policy to have a permit for an outdoor dining structure. All applications will be considered on their merits.

Council will explore options for future additional outdoor dining areas and will undertake trader and broader consultation to understand views before reporting back by September 2022.

» **Montclair Avenue car park project and Suburban Rail Loop**

The Glen Waverley Activity Centre is earmarked for one of three Suburban Rail Loop stations in Monash. Other stations will be at Clayton and Monash University. In March 2021, the SRLA notified Council that planning and design work undertaken by SRLA identified the following Council-owned properties were likely to be required for stage one of the Suburban Rail Loop:

- » 264-268 Clayton Road, Clayton (part)
- » 31-39 Montclair Avenue, Glen Waverley (planned car park)
- » 41-47 Montclair Avenue, Glen Waverley
- » 155 Coleman Parade, Glen Waverley
- » 5 Myrtle Street, Glen Waverley
- » 1/29 and 2/29 Montclair Avenue, Glen Waverley.

As a result, Council resolved it was not feasible to continue the proposed Montclair car park's detailed design. Council had undertaken substantial work on the project but has investigated an extension of the Bogong Avenue car park in Glen Waverley. Council has approved a schematic design for four additional floors providing 518 new car parking spaces for a total of 1032 parking options at Bogong.

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Council wrote to all households and businesses in the 3150 (Glen Waverley) postcode inviting them to an information session on 13 July 2022 to report on the status of the State Government's Suburban Rail Loop project, outline several issues Council has identified for Glen Waverley arising from the project, and seek the community's feedback on what Council proposes for the Glen Waverley activity centre.

» **Homelessness and social housing**

Victoria has a homelessness and housing affordability crisis, made more acute by COVID-19 and cost-of-living pressures. The Monash Social Housing Framework 2020-2025 guides Council's efforts to address homelessness and influence an increase to the supply of social housing. The framework was developed after interviews with people with lived experiences of homelessness, and consultation with advisory committees and community agencies.

Monash also leads a coalition of 13 councils across the east and south-east regions representing more than two million people, advocating for urgent action on social housing to end homelessness.

Monash continues to support members of our local community who are experiencing homelessness with essentials such as a shower, a warm coat or blankets. The outreach team also facilitates access to available support services for individuals.

» **Landfill sites and recycling**

The items we put in our landfill (red lid) bins are sent to landfill, where they are buried and left to break down without oxygen. Under these conditions, items can take hundreds or even thousands of years to break down – and some may never break down completely.

Landfill also produces smells, litter and greenhouse gases, including methane, which contributes to climate change. Currently, there is no alternative to landfill for items that cannot be recycled or composted. Council is investigating options for advanced waste processing solutions as an alternative to landfill.

In 2021/22, the recycling and waste levy, a service charge introduced to meet rising costs in recycling and in the State Government's landfill levy, increased from \$27 to \$42. The impact of the State Government's ban on e-waste going to landfill and the need to secure e-waste processing contracts has contributed to the increased cost. Eligible pensioners were once again able to have this levy waived.

» **Bin changes**

Sending rubbish to landfill is an increasing problem for councils with the Victorian Auditor-General's Office estimating that the state will run out of landfill space by 2026. To reduce landfill waste, and encourage residents to put green and food waste in the food and garden waste bin, Council is introducing changes to its bin collection. From August 2022, food and garden waste (green lid) bins will be collected weekly, and landfill (red lid) bins will be collected every two weeks. Recycling (yellow lid) bins will continue to be collected fortnightly. The change followed the largest-ever consultation undertaken by Council, with more than 7,000 contributions in an online and phone survey, pop-up information sessions in-person and online, and through phone calls, social media and emails.

As a result of the feedback, Council will implement a number of changes to what was initially proposed including offering a larger landfill bin or a second small bin at no extra cost for households with two or more children in nappies, residents with a medical condition that causes more waste, or a family of six or more with financial hardship. Further changes include reducing the cost of an additional recycling bin to \$65 per year, which is a saving of more than \$150 off the original pricing. Sample packs of compostable liners for caddies will be sent to all households, and all received an information pack prior to the changes, including a letter from the mayor, the 2022/23 waste collection calendar, a guide to recycling and an A-Z list of recycling in Monash.

» **Climate change**

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

» **Pigeons**

Health and safety issues due to rising numbers of pigeons in Oakleigh were addressed in August 2021 by encouraging them to relocate. While residents enjoyed feeding the birds on the corner of Portman and Station streets, opposite the Oakleigh Railway Station, they presented a health hazard, and several residents and traders complained about the mess. Signs were installed around the palm tree on existing poles at Portman Street, and Council used a range of methods to discourage the pigeons. We enforced the local "no feeding" bylaw so pigeons needed to find food elsewhere and breed less. We also used owl and eagle visual decoys, a bird noise device with predator sounds (eagles) and a subsonic system which emitted vibrations that deterred pigeons. These methods did not hurt the birds but dispersed them by making them uncomfortable. Reducing the pigeons' long-term use of the site required a significant effort that has returned the space to a safe and pleasant place to be.





Looking ahead to 2022/23

- » Construction of the \$26.7 million, 18-court Glen Waverley Sports Hub Tennis Facility, next to the Glen Waverley Golf Course, will start in late-2022 with the centre ready for play in early 2024. Plans include a regional-level tennis facility, golf practice facilities, public open space improvements, car parking, and a pavilion and café. The State Government has contributed \$21 million to the project with a \$5.7 million commitment from Council
- » Progress the development of the Monash Reconciliation Framework and Action Plan (RAP) including a RAP design. The RAP will ensure that the views and knowledge of Aboriginal and Torres Strait Islander people, Aboriginal organisations, Council representatives and the wider community are heard to ensure sustainable equality, inclusion, human rights and health and wellbeing outcomes for Aboriginal and Torres Strait Islander people and their communities
- » Continue advocating on behalf of the community for outcomes from the Suburban Rail Loop project that benefit the Glen Waverley community and the precinct, including underground connections between the SRL and the existing Glen Waverley station, the extension of Myrtle Road to allow traffic to flow in a ring road around the Glen Waverley central precinct, improved replacement parking for Council's proposed Montclair parking project which can no longer proceed due to the SRL, and no closure of Coleman Parade resulting in traffic being pushed onto Kingsway
- » Public toilets in Holmesglen and Galbally reserves and designing a public toilet for Napier Reserve
- » Pavilion upgrade to Mulgrave Reserve and design work for Mount Waverley Reserve pavilion
- » A feasibility study into a Seniors Exercise Park
- » Testing a nappy recycling pilot program that creates materials such as cat litter from used nappies instead of sending them to landfill
- » Introduction of the new bin service, with landfill (red lid) bins to be collected fortnightly from August 2022 and food and garden waste (green lid) bins collected weekly. This switch aims to reduce the amount of waste going to landfill and increase materials sent for composting
- » Extension of the Bogong Car Park for replacement and additional car parking in Glen Waverley
- » Exploration of the Dorrington Drive Early Years Hub (Mount Waverley) which would offer additional kindergarten spaces, Maternal and Child Health services and a uniquely designed playgroup area for children with additional needs
- » Progressing the Rainbow Tick certification. The Rainbow Tick is a quality framework for accreditation developed by Rainbow Health Victoria, recognising organisations that offer safe, inclusive and affirming services and are employers for the LGBTIQ+ community
- » Lead and coordinate the Regional Local Government Homelessness and Social Housing Charter coalition to advocate for increased social housing in the region
- » Renew and upgrade playgrounds in accordance with the Monash Playground and Playspace Strategy with focus on: Flora Road Reserve, Clayton; Herriotts Boulevard Reserve, Glen Waverley; Atheldene Drive Reserve, Glen Waverley; Rivett Crescent Reserve, Mulgrave; and Talbot Park, Oakleigh South
- » Progress the Glen Waverley Civic Precinct Project on the current Glen Waverley library site incorporating an expansion of the library, construction of a civic hall, increased office space and an improved public plaza
- » Present the *Monash Arts and Culture Strategy* to the community for feedback in September 2022
- » Continue leading the development of a regional Creative Industries and Cultural Tourism Strategy that aligns all eight local government areas within greater south-east Melbourne on new initiatives, objectives and aims to continue to attract local, interstate and international visitors to the City to enjoy our cultural spaces, heritage and venues.

Services Provided in 2021/22

Council collected \$135.386 million in rates and charges in 2021/22.

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

Governance and Administration	\$1.86
Property Maintenance and Insurance	\$2.13
Aged and Disability Services	\$4.73
Children, Youth and Family Services	\$7.70
Libraries, Arts and Culture	\$5.95
Recreation and Aquatic Centres	\$11.62
Waste Collection, Street and Public Facilities Cleaning	\$17.98
Planning and Building Permits, Economic and Urban Development	\$5.51
Local Laws, School Crossings and Food Inspections	\$4.74
Engineering and Traffic Management	\$7.82
Buildings, Roads, Footpaths and Drainage	\$16.94
Parks and Sportsgrounds Maintenance	\$13.02

\$100.00



Mayor's Message

I am pleased to present Monash Council's 2021/22 Annual Report to our community, outlining what we have achieved in the past twelve months and what we are planning for the coming year.

This report tells the story of the year in Monash – what we have achieved together, the challenges faced, consultations undertaken, and the outcomes met. It is the story of the community we have supported and continued to develop together, and there is much to recognise and celebrate.

This is my second year serving as Mayor during the pandemic, and despite what we have already learned about COVID-19, it continues to present new challenges. Despite these difficulties and everything we have been through as a community, I am proud of what Council has been able to deliver, and the support we have been able to provide. This has been possible because of the exceptional work of so many people; not only our incredibly dedicated team at Monash, but also the volunteers in our community, the organisations, the clubs, the neighbours, and the many charities who have supported others and provided hope and comfort. I would like to particularly call out the work done by Council staff, volunteers, and community members as they sought to assist isolated individuals and families in the early stages of the pandemic. As we continue to live with COVID-19 and its impacts, the generosity and support of our community and our team at Monash remains a constant in these uncertain times.



Our vision with the 2022/23 Budget has a strong focus on the future; delivering critical programs and projects that are a high priority for Monash businesses and residents. Our core focus is growth and investment, delivering our largest-ever infrastructure commitment of \$90.6 million.

Despite the challenges of the past year, there have been many achievements that we are proud of.

Whenever we ask our community members what they believe are the biggest challenges we face, addressing climate change and our impact on the environment is always one of the top issues. The change to bin services in August 2022, with the landfill bin to be collected fortnightly and the food and garden waste bin collected weekly, prompted one of our largest-ever consultations with more than 7000 contributions.

I am pleased that many residents who initially said it was a terrible decision, and there was no way they could cope with the changes, found that after changing the way they disposed of their waste and thinking twice about what items went in which bin, it wasn't as bad as they first thought.

Breaking long-existing and engrained habits is never easy, but this is a change that had to happen. The Victorian Auditor-General's Office estimates that Victoria will run out of landfill space by 2026, but regardless, we simply cannot keep digging new holes in the ground and burying waste, out of sight, out of mind. As temporary custodians of our land, reducing the amount of waste we send to be buried in the ground is one way we can all play our part in looking after our environment, helping to address climate change, and leaving a healthier planet for future generations.

This year we began developing our *Reconciliation Action Plan (RAP)*, working alongside Traditional Owners and Aboriginal and Torres Strait Islander people to explore, develop and embed strategies to advance reconciliation across our workplace and the Monash municipality. This is a game-changer, and a project that will create positive cultural change and support equality. The RAP will be formally endorsed by Reconciliation Australia.

In one of the proudest moments in my time on Council, we opened our first child and family hub at the former Wellington kindergarten, with another hub at Pinewood currently under construction. We also have plans for a further two hubs in Oakleigh South and Mount Waverley. These hubs are one-stop shops for parents with young children where they can not only access kindergartens, but also child and mental health specialists and parent support groups. It is an innovative concept that has been extremely popular with parents of young children.

One of the highlights of the year was our outstanding EMERGE festival, held in June to rave reviews. The four-day festival of light installations and roving performers was magical. We've missed hosting big events like this one and I'm sure it's something that we will look to build on in future years. Our next festival is our much-loved Christmas Carols at Jells Park, and like many of you, I can't wait to see it back for the first time since 2019.

The adoption of Council's Community Vision, Council Plan, Financial Plan and Asset Plan in October 2021 captured what you wanted Monash to look like in 2040. We undertook extensive consultation to document the goals and aspirations you have for our municipality, today and towards 2040. The four plans are critical to guide us over the next four years and beyond and are available for you to view on our website.

We have an extremely jam-packed agenda looking forward. A key part of our *Council Plan 2021-2025* is increasing pedestrian priority and ease of movement at our activity centres, and we have seen a whole host of improvements in and around Oakleigh. We've consulted the community and are finalising the design details on what will be a first for Monash; a dedicated cycleway linking up the Scotchmans Creek and Djerring trails.

We're also in the middle of design works around a shared zone at the Chester Street and Eaton Mall intersection and putting together concept plans for new outdoor dining areas along Portman Street between the mall and the station. And we still haven't given up hope of a State Government commitment to partnering with us to redevelop the Oakleigh Station precinct to make it much more pedestrian friendly.

Construction will begin shortly on the \$26.7 million, 18-court tennis centre in the Glen Waverley Sports hub and work is progressing on the Glen Waverley Civic Precinct project, an absolute game-changer for the Glen Waverley precinct with plans for a completely new library and civic centre that will be the envy of the state. The artistic design of what it might look like is available on our website.

Ensuring the Suburban Rail Loop project delivers the outcomes for the future of Glen Waverley is also a focus for Council. This is a transformative project for the state and one Council supports, but some of the proposed changes for Glen Waverley; the closure of Coleman Parade to accommodate an above-ground access point to Glen Waverley station from the SRL underground station, increased traffic through Kingsway and parking options too far from the main activity centre, are not supported by Council. We'll continue representing the community in calls for these aspects to be improved and we'll continue working with the SRL Authority for these changes to be accommodated.

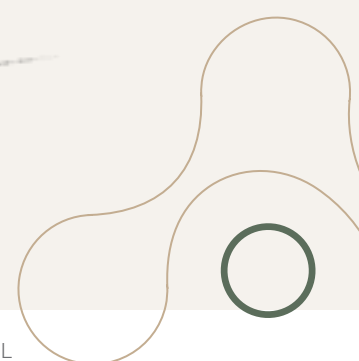
These are just some of the highlights and outcomes from this exceptionally exciting and challenging year. I hope you enjoy reading about your neighbourhoods and your municipality.

Enormous thanks to Council's Chief Executive Officer Dr Andi Diamond and her hardworking team for their efforts, the pride in their work and their support to councillors and the Monash community during another difficult year.

As always, if you have any ideas, comments or suggestions, please don't hesitate to reach out.



Stuart James
Mayor



CEO'S Message

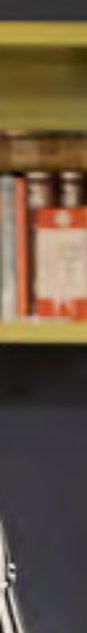
It has been another challenging year disrupted by the COVID-19 pandemic. Significant interruptions in the second half of 2021 and lockdowns resulted in services again being delivered differently. A return to a more normal way of operating in 2022 has seen us return to a new normal. As we have transitioned back to face-to-face interactions, and with the reopening of our offices and facilities to the public, I could not be prouder of the continued resilience of our community and of Council staff.



One of the most exciting things about reopening was seeing the return of our much-loved community events. While we had to cancel in-person events like the Carols by Candlelight and Clayton Festival, other popular events like WordFest 2022 returned bigger and better than ever and we saw huge support for our inaugural EMERGE event. It has been an amazing effort from our staff to ensure these events have continued in the best and most appropriate form possible.

Post-COVID, and as cost-of-living pressures increase, our Community Response and Social Inclusion teams have continued to work hard to stay engaged with our most vulnerable community members. Our Economic Development team has continued to provide support, assistance and guidance to local businesses still recovering from the pandemic. Our essential services including waste, immunisations and Meals on Wheels have continued and our Customer Experience counters have returned to full service.

Despite several more months of lockdowns in the second half of 2021, we accomplished two out of three major initiatives set out in the 2021/22 Council Plan. The third is progressing and due to be completed by November 2022. Our \$61.9 million Capital Works program continued to deliver improvements, the largest of which was the start of work on the \$26.7 million, 18-court public tennis centre to be constructed in Glen Waverley. We also completed the redevelopment of Davies Reserve



Athletic Track and the Wellington Child and Family Hub. In 2022/23 we'll be working on delivering our biggest capital works budget ever - with \$90.6 million to be spent on building and upgrading community facilities and infrastructure.

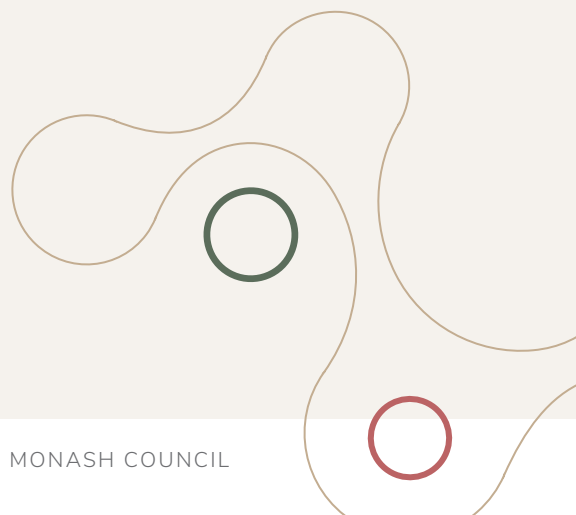
Among our major initiatives, we have been working towards changes to our bin services from August 2022, to reduce the amount of waste going to landfill. We have welcomed and listened to the overwhelming community feedback on the move, which will see food and garden waste collected weekly and landfill waste collected fortnightly. We have also started to see the benefits of VECO (Victorian Energy Collaboration) - the largest-ever emissions reduction project by local government in Australia. As one of 47 Victorian councils to sign on, it has progressed our commitment to achieving net zero emissions by 2025. We have made significant progress towards tackling homelessness, with the adoption of the Regional Local Government Homelessness and Social Housing Charter 2020, prioritising three regional commitments that the alliance of 13 councils will act on. But we know there is still much work to be done in this space.

Each year we ask the community to give feedback on how we are going. This we received an overall satisfaction score of 7.07/10 in the 2022 Community Survey – sharing with another council the highest level of satisfaction among metropolitan Melbourne councils. We have seen a

decline in some critical areas including customer responsiveness across the organisation. I give you my commitment that we are focusing on improvements to ensure your contact with us is managed quickly and efficiently.

In what has been the most challenging period we have encountered, I am proud of our organisation's resilience and flexibility to keep delivering services for our community.

Dr Andi Diamond
CEO



Financial Summary

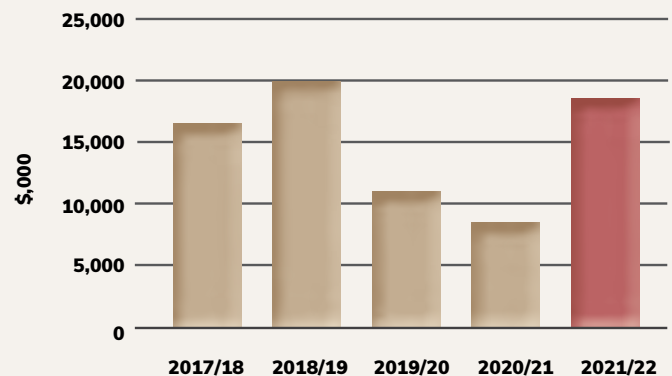
Council has returned an operating surplus of \$18.2 million, an increase of \$9.54 million from the 2020/21 result of \$8.67 million. We maintained a debt-free status and a positive Working Capital Ratio (WCR) at 180 per cent.



Operating Position

Council's comprehensive result of \$279.6 million is an increase on the previous year's result of \$152.2 million. This result includes other comprehensive income of \$261.4 million related to the revaluation of land and buildings assets. Council's 2021/22 operating surplus of \$18.2 million (before the revaluation increment) is \$13.4 million better than the budgeted surplus of \$4.82 million.

Surplus/ (Deficit)



Highlights and Variances

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

Additional cash revenues:

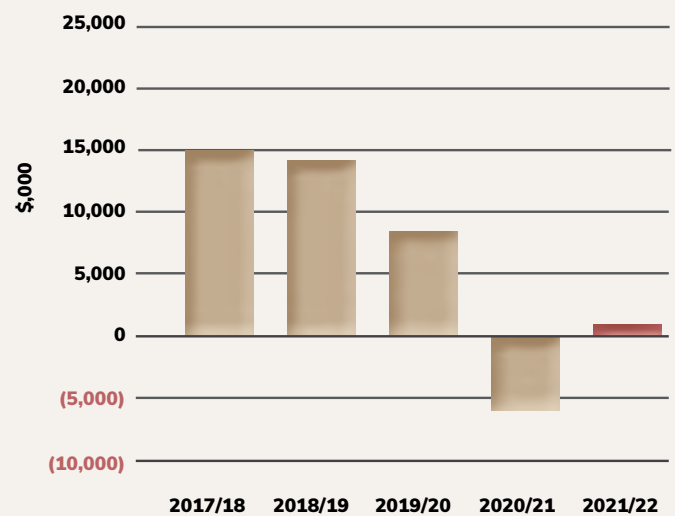
- » Higher rates revenue (\$17.7 million) due to a return to full rates charges and no 10 per cent waiver, which only applied in 2020/21
- » Higher statutory fees and charges (\$2.0 million), mainly in parking income, due to the end of COVID-related restrictions for Victoria and opening up of business activity centres
- » Additional user fees were higher (\$2.5 million) which was also related to the ending of COVID-related restrictions and increased use of Council facilities compared to the previous year
- » Capital grants were favourable to budget by \$4.1 million mainly due to non-recurrent Commonwealth capital grants (\$4.9 million) received during the year under the Local Roads and Community Infrastructure (LRCI) funding stream. This income was applied to several key projects.

The favourable financial result is also due to overall expenditure achieving budget targets:

- » Employee costs were lower than budget (\$2.9 million) mainly due to services being closed during COVID-19 restrictions and savings on casual employee costs. These costs partly offset the lower user charges generated at recreation centres, libraries, halls and facilities in the early part of the financial year
- » Materials, services and contracts were higher than budget (\$2.9 million) due to increased costs for a range of services which opened up post-restrictions. There were still requirements for additional cleaning and security precautions post-closure. Additional waste expenditure costs and tree maintenance activity were required due to storm events experienced in late-2021.

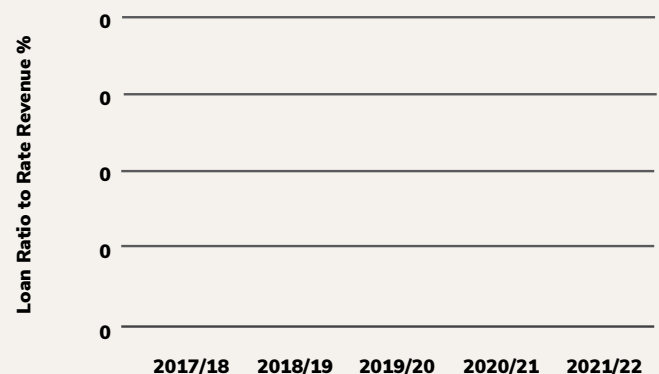
The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a surplus of \$1.06 million.

Adjusted Underlying Surplus/ (Deficit)



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

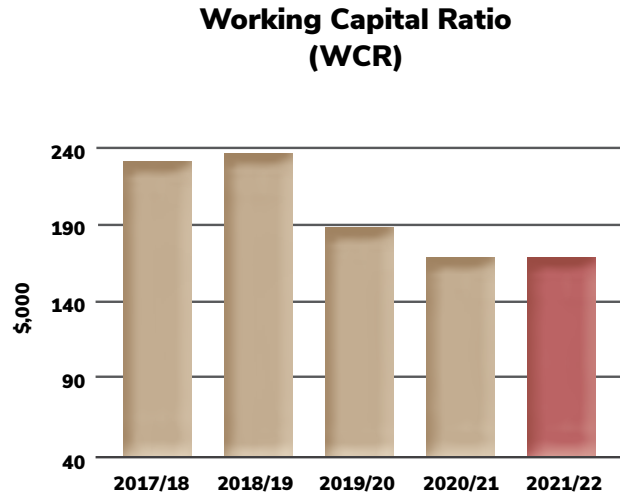
Loans and Borrowings to Rate Revenue Ratio



Liquidity

Our cash position is still strong and has a funds balance of \$84.5 million in 2021/22, reducing from \$89.3 million in 2020/21.

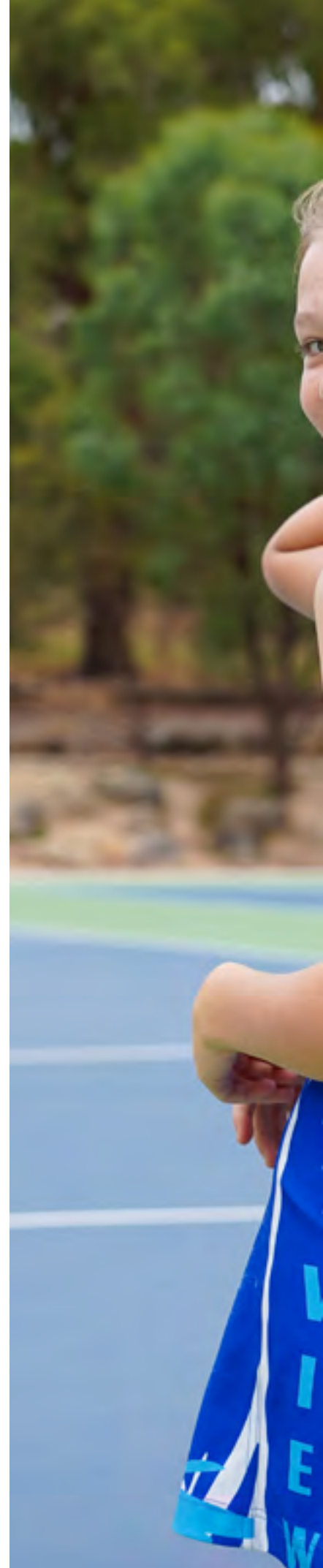
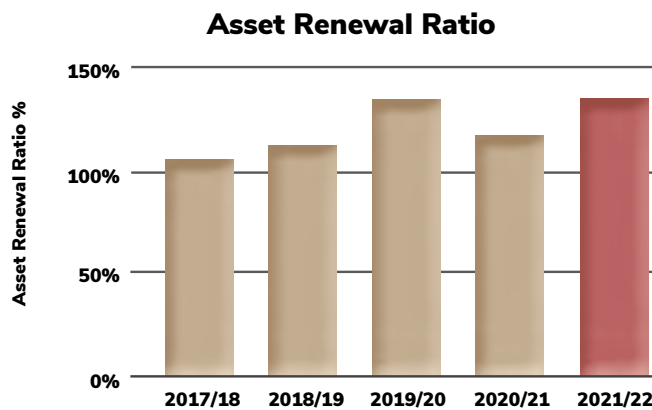
Council has also maintained a positive Working Capital Ratio (WCR) at 180 per cent. Council's long-term target is to maintain the WCR above 150 per cent. A WCR above 150 per cent indicates that there are no immediate issues with repaying short-term liabilities as they fall due. The WCR measures the ability to pay existing liabilities within the next 12 months, e.g. a ratio higher than 100 per cent means there are more cash and liquid assets than short-term liabilities.



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 \$45.0 million in renewal and upgrade works during the 2021/22 year.

Council's asset renewal ratio, which is measured by comparing asset renewal expenditure to depreciation, was 148 per cent. This is above the expected target of 100 per cent. The longer-term asset renewal trend is positive and reflects our aim to bridge the renewal gap by funding more capital works to maintain the city's existing infrastructure.





Stability and Efficiency

In 2021/22, Council raised its rates revenue by the application of a General Rate using Capital Improved Value (CIV) as the basis of valuation. The General Rate applied to all rateable land. A rate increase of 1.5 per cent was budgeted according to the rates cap and as forecast in Council's Strategic Resource Plan. Council received \$136.1 million from general rates revenue, which included \$0.72 million of supplementary rates from new developments. Council planned for an annual increase in rates to maintain service standards, investment in capital works and the maintenance and renewal of existing and ageing infrastructure.

In 2021/22, Council continued charging a limited recycling levy to each ratepayer of \$42 per annum (provision of a \$42 waiver to every eligible pensioner), to meet the increased costs to be borne by Council due to China's ban on receiving recycled materials. This levy raised \$3.5 million to cover these additional costs.

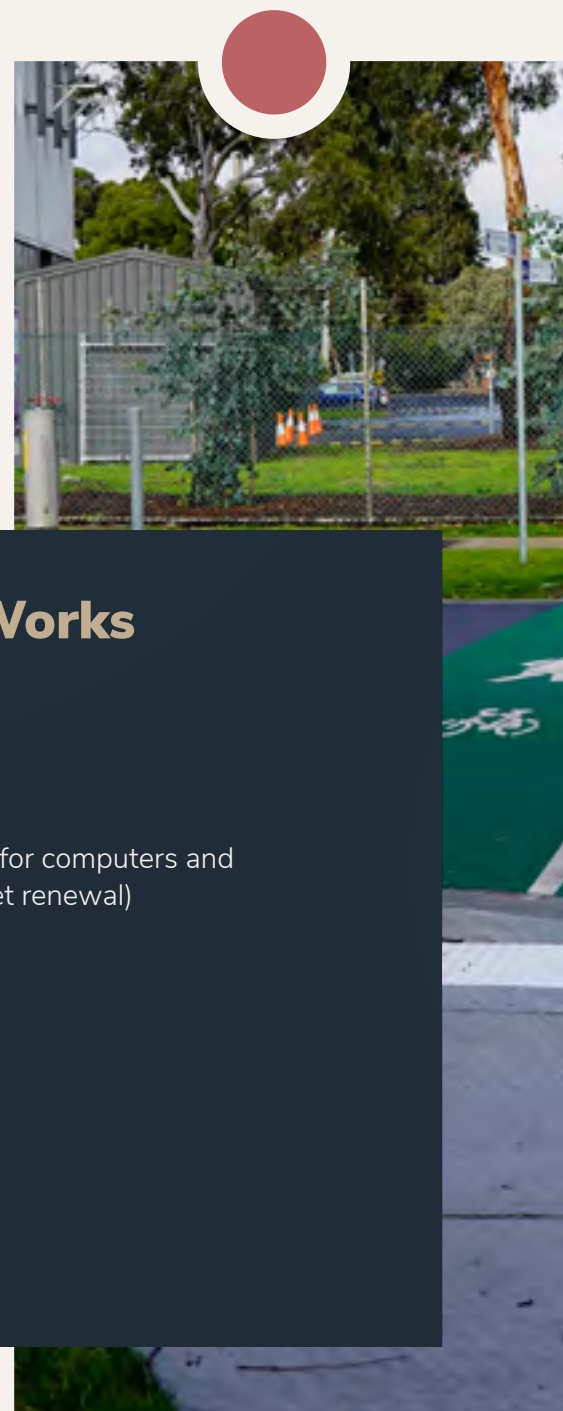
Council's actual average rate per residential assessment of \$1,559 compares favourably to councils in the metropolitan area. Council's rates concentration, which compares rates revenue to adjusted underlying revenue, was 67.8 per cent for the 2021/22 year, which is toward the top end of the expected target band of 40 per cent - 80 per cent. This reflects the extent of Council's reliance on rates revenues to fund ongoing services.

Capital Works Overview

Council continued its focus on Capital Works in 2021/22, spending \$61.9 million to deliver new and improved infrastructure across the city. This compared with \$43 million spent in 2020/21.

A key part of the Capital Works program was the new \$26.7 million, 18-court public tennis centre to be constructed in Glen Waverley on land adjacent to the Glen Waverley Golf Course, with \$21 million in funding from the State Government and a \$5.77 million commitment from Council.

The Capital Works Budget in 2021/22 has responded to community feedback about reinvigorating local neighbourhoods, and Council has made infrastructure improvements that reflect the community's priorities and continue the growth, prosperity and sustainability of Monash.



The overall program of Capital Works 2021/22 included:

\$16.4 million for building works

\$11.8 million for plant and equipment (including \$5.9 million for computers and telecommunications, and \$3.3 million for plant and fleet renewal)

\$9.9 million for road work

\$6.2 million for footpath and cycleways renewal

\$9.3 million for recreational, leisure and community facilities

\$4.2 million for parks, open spaces and streetscapes

\$2.7 million for drainage

Below is a snapshot of the projects undertaken:

Roads, footpaths, cycle paths, drainage and street trees

- » \$9.7 million for road works including road resurfacing, kerb and channel renewal, road reconstruction and renewal
- » \$4.7 million on renewal of Council's footpaths in keeping with community expectations
- » \$2.5 million for the renewal and upgrade of Council's stormwater infrastructure (including local drainage and rehabilitation programs)
- » Implementing Council's Street Tree Strategy (\$300,000).

Community infrastructure

- » \$1.6 million for the renewal of Mulgrave Reserve pavilion
- » \$1.06 million for the Davies Reserve Athletic Track redevelopment
- » \$521,000 to complete construction of the Wellington Child and Family Hub
- » \$2.2 million for public lighting renewal of streetlights
- » \$300,000 for sports field playing surface improvements
- » Parks, open space and streetscapes including \$3.4 million for design and/or construction of play spaces at:
 - Atheldene Drive Reserve (design)
 - Bogong Reserve
 - Botanic Drive Reserve
 - Burnett Reserve Playground (aka Rivett Crescent) (design)
 - Cambridge Street Reserve
 - Cameron Avenue Reserve and Pitt Street
 - Carlson Reserve
 - England Road Reserve (design)
 - Flora Road Reserve (design)
 - Gardiners Reserve (Octavia Court)
 - Garnett Street Reserve
 - Petronella Avenue Reserve
 - Progress Park
 - Talbot Park
 - Samada Street Reserve
 - Westerfield Drive Reserve.





Major Projects

○ Monash Tennis Centre

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

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

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

Council decided to retain the Halcyon Positive Ageing Activity Centre at its current location adjoining the tennis centre site.

Glenvale Tennis Club has signed on as a tenant club and will have use of eight courts as well as access to player amenities and an upstairs social space.

Construction is due to start in the second half of 2022 and the centre is expected to be ready for play in early-2024.

○ Upgrading sporting pavilions across Monash

2021/22 saw ground officially broken on the new Mulgrave Reserve multi-sport pavilion, which will deliver on improving female-friendly facilities and support increased use of the reserve, in particular for tenant clubs Mulgrave Football Club, Mulgrave Cricket Club and Eastern Devils Football Club. Council received \$2 million towards the project from the State Government through the Local

Sports Grants Fund, with Council matching the contribution with \$2 million.

The redevelopment project involves an upgrade and extension of the existing ageing pavilion, along with other reserve improvements including the formalisation of reserve pathways to allow more accessibility, 20 additional car parking bays, and a shared vehicle and pedestrian drop-off zone.

The new pavilion will see refreshed existing amenities and construction of two new unisex player and umpire change rooms, a refurbished kitchen and canteen area, extra storage, a new meeting room and external public toilet facilities. The project is expected to be completed late-2022.

A new \$16.4 million pavilion and grandstand at Jack Edwards Reserve is a step closer, following a State Government commitment of \$4 million and a Federal Government commitment of \$2 million in funding. Council has committed up to \$8.2 million towards the development, leaving a shortfall of about \$2 million. Full funding of the project is required before it can go ahead.

Plans for the proposed upgrade include a new pavilion on the western boundary with 500 undercover grandstand seats, a 200m² multi-purpose space for community use, and compliant amenities to accommodate an increase in football participation, particularly by female teams. The reserve is home to National Premier League (NPL) team the Oakleigh Cannons, which has been working with Council for many years to fulfil its vision for enhanced facilities. Council will make an application to Sport and Recreation Victoria (SRV) for matching funding towards the project and will pursue extra contributions from other groups including State and Federal governments and the Oakleigh Cannons Football Club to allow the proposed project to proceed.

○ Netball courts at Waverley Women's Sports Centre

The upgraded netball courts were officially opened in February 2022. The project included resurfacing the eight outdoor courts, construction of new concrete pathways for more accessibility, covered spectator seating, improved courtside coaching boxes, and landscaping. The project received \$2 million in funding from the State Government.

○ Child and family hubs

The new purpose-built Wellington Child and Family Hub officially opened in March 2022, with two kindergarten rooms, two maternal and child health consulting rooms, two specialist consulting rooms, and a community playgroup room. The hub in Mulgrave was finished in November 2021, ready for the 2022 kindergarten year. The \$4.5 million project was jointly funded by Monash Council and the State Government.

The redevelopment of Pinewood Kindergarten and Maternal and Child Health Centre in Mount Waverley has been continuing throughout 2022. The new single-storey facility is due to be ready for service delivery in 2023. It will have beautiful indoor and outdoor spaces, including two kindergarten rooms, a three-room Maternal and Child Health service, a base for the Enhanced Maternal and Child Health service and a community playgroup area. The State Government will contribute \$2 million towards the project.

○ Bin changes

Since introducing a food waste recycling service in July 2020, we've heard great stories about how the amount of rubbish in landfill bins has decreased. We've also heard residents' concerns regarding the fortnightly collection of food scraps. To address this feedback and allow more food scraps and garden clippings to be collected for composting, we determined to change the bin service from August 2022. The bin service will move to a weekly collection for food and garden waste and a fortnightly collection for landfill waste. This followed Council's largest-ever consultation, with more than 7,000 contributions in an online and phone survey, pop-up information sessions in person and online, and through phone calls and emails.

A larger landfill bin or a second small bin has been made available at no extra cost for certain households, and we further reduced the cost of an additional recycling bin to \$65 per year; a saving of more than \$150 off the original pricing. We also sent out sample packs of compostable liners for caddies, and all Monash households received an information pack prior to the change, including a letter from the mayor, the 2022/23 waste collection calendar, a guide to recycling and an A-Z list of recycling in Monash.

○ Oakleigh pool refurbishment

Oakleigh Recreation Centre's popular outdoor swimming pool got a facelift in time for the 2021/22 summer season. Work included re-tiling the walls of the 50m pool, replacement of the dive pool perimeter wall tiles and painting the pool floor, and re-tiling the floor of the toddler and learners' pools. The upgrade followed the \$25 million redevelopment of the Oakleigh Recreation Centre, and cements the centre's status as a state-of-the-art facility and community asset that encourages residents to keep active.

○ Bogong Car Park

Following the decision not to progress with the multi-level car park at 31-39 Montclair Avenue due to the Suburban Rail Loop project, Council is delivering on its commitment to provide additional car parking spaces in the Glen Waverley Activity Centre by upgrading and extending the existing multi-level car park at 1-5 Bogong Avenue. Council completed a feasibility study which confirmed the building can be extended. Design options were prepared and were presented to the June 28 Council meeting. It was recommended to proceed with a four-level extension of the existing car park with 518 additional car parking spaces. The next step will include the architect applying for a planning permit for the work.

○ Mulgrave Library upgrade

Mulgrave Library is now almost double the size after an upgrade in early-2022 that saw improvements including an after-hours book return chute, a larger book collection, including materials in languages other than English, a quiet reading nook, and a contemporary e-cafe and kitchenette area shared with the users of the Wellington Reserve Community Centre.

Council received a State Government Living Libraries Infrastructure Program grant of \$117,500 towards the upgrade.

○ Off-leash dog areas

A draft Dog Off-Leash Policy was created in 2021/22 following a review of dog off-leash areas within Monash and after considering the benefits and challenges of having off-leash areas. The main changes included 14 new off-leash areas, four expanded areas, four reduced areas and one area removed. The changes to off-leash areas under the draft policy were being trialled during the consultation period, with signs in each area indicating the changed conditions. The plan was out for public exhibition and community consultation in June 2022, with a Council decision to come later in the year.

○ Glen Waverley Civic Precinct

Planning for the Glen Waverley Civic Precinct Project has taken another step forward, with architects ARM Architecture appointed in May 2022 to prepare schematic designs and a report for Council.

ARM Architecture will revisit a feasibility study for the project, completed in 2021, and begin pre-planning for this significant project.

The feasibility study evaluated the ability of the Civic Precinct site (adjacent to the Civic Centre) to be redeveloped. The redevelopment includes a multi-purpose building containing a library, community meeting spaces, staff accommodation, a large hall for uses including hosting citizenship ceremonies, plus improved public open space and underground car parking.



Major Achievements

○ Council's response to climate change

Monash Council committed to achieving net zero emissions by 2025 at its February 2020 meeting. It came after a significant amount of work on greenhouse gas emission modelling and is in line with Council's *Environmental Sustainability Strategy 2016-2026*.

The *Zero Net Carbon Action Plan 2020-2025* was presented to Council at the September 2020 Council meeting and provides a pathway for achieving its carbon neutral commitment by 2025.

A key part of this plan, the Environmental Sustainable Design (ESD) Policy for Council Buildings and Infrastructure, was endorsed in January 2022. It seeks to improve the sustainability, environmental performance and climate resilience when constructing or upgrading Council-owned and managed buildings and infrastructure.

In the first half of 2022, Council upgraded heating and cooling and installed Solar PV in our major facilities, including the Monash Aquatic and Recreation Centre (MARC), Oakleigh Recreation Centre (ORC), Clayton Community Centre and Monash Operation Centre (MOC), to reduce emissions.

Council is one of 46 councils that has pooled electricity needs into one long-term contract with Red Energy, which provides the VECO (Victorian Energy Collaboration) group with renewable energy generated from wind farms here in Victoria. From 1 July 2021, that renewable energy has been used to power Council-owned infrastructure, like streetlights, major facilities and community buildings, giving an 8 per cent reduction in our electricity bills.

○ Leading the way to address homelessness

Council led the initiation and coordination of the Regional Local Government Homelessness and Social Housing Charter 2020, achieving the support of 13 CEOs (east and south-east Councils). The Charter was determined following a forum in late-2019, hosted by Monash Council and comprising Local Government CEOs, senior staff, housing providers, peak bodies and State Government. The Charter is one of three documents demonstrating Council's commitment to addressing homelessness and the housing affordability crisis, alongside the Monash Social Housing Framework 2020-2025, which was adopted by Council at the December 2020 meeting, and the draft *Monash Affordable Housing Strategy*.

During Homelessness Week in August 2021, the group of councils launched the Housing First for People Sleeping Rough Practice Guide for Local Government. The new guide acknowledges that homelessness is a complex issue requiring a triage of support including mental health, but the first step needs to be providing a safe and secure home. It outlines the problem and possible solutions based on current best practice.

We also joined the fight to end period poverty, calling on residents to donate sanitary and period products for the Share the Dignity charity.

○ Support for the LGBTIQ+ community

After establishing the LGBTIQ+ Advisory Committee in 2021, Council progressed its ongoing commitment to better recognising, representing and connecting with members of our LGBTIQ+ community.

In the first half of 2022, Council engaged with the community to develop a draft LGBTQIA+ Action Plan. The draft action plan will go to a Council meeting for endorsement later this year.

On 30 April, Pride Night returned for its second year at the Monash Aquatic and Recreation Centre. The night promoted inclusive and accessible physical activity for the Lesbian, Gay, Bisexual, Trans and Gender Diverse, Intersex, Queer, Asexual, Plus (LGBTIQ+) community and their allies. It featured a live DJ, classes, gym access and a wave pool beach party.

The Rainbow Leadership Program, delivered by Monash and Knox councils, ran from October to December 2021 and was for young LGBTQIA+ people build leadership skills, discuss gender-diverse issues, learn to leap barriers and achieve goals.

Council worked with the Monash Gallery of Art and JOY Media, Australia's first and only LGBTIQ+ community radio station, on an exciting photography exhibition called Being A Voice. Young LGBTIQ+ people had the opportunity to share through photography and audio what being a young LGBTIQ+ person in Monash means to them. The exhibition ran from 13 May to 1 August 2022.

Council also celebrated International Day Against Homophobia, Biphobia, Intersexism and Transphobia – known as IDAHOBIT – with a presentation to staff from Wiradjuri, non-binary activist Rory Blundell. Council also recognised Trans Day of Visibility, and continued to promote LGBTIQ+ inclusion by reaffirming the opportunity to add or update gender pronouns on staff email signatures.

Monash was one of five Melbourne sites to play host to the Proud2Play social sport sessions for the LGBTIQ+ community. Funded by a VicHealth Reimagining Health grant in partnership with Football Victoria and Cricket Victoria, Proud2Play provided free and inclusive sporting sessions for people who don't often feel sport is a safe and welcoming environment. Volunteers trained in sport coaching and LGBTIQ+ inclusion ran the free weekly one-hour sessions for LGBTIQ+ community members and allies over six months.

○ Imagining Monash in 2040

Council has embarked on Imagine Monash 2040 – a huge project that imagines the possibilities for Monash 20 years into the future and sets our vision and priorities. Council asked the community for ideas, thoughts and aspirations to guide the development of the Community Vision, the next Council Plan, and long-term plans for managing our assets and finances through a Financial Plan and Asset Plan.

The Council Plan responds to the Community Vision and outlines the strategic agenda for Council during its term, including the steps it will take to implement the Community Vision. The priorities for the Annual Budget come from the Council Plan.

Community consultation closed in June 2021. The consultation included four forums, held with the Imagine Monash 2040 Panel made up of members from the Monash Community Panel. The panel worked towards developing vision statements and principles to inform the four Council plans. Feedback from the community, the Imagine Monash Panel and Advisory Committees was reviewed and formed the basis of the initial drafts of the Community Vision and Council Plan that were presented for endorsement at the August 2021 Council meeting before going out for further community feedback. The final plans were adopted by Council in October 2021.

○ Domestic Animal Management Plan

Council adopted the *Domestic Animal Management Plan 2021-2025* in October 2021. It provides the strategic framework to deliver policy direction for animal management in Monash. The finalised plan had input from the community over two consultation periods. In May 2021, a community survey sought feedback on a range of issues, including access to open spaces, animal registration and nuisance cats, with 177 residents providing feedback and 186 responses submitted. Further consultation occurred in September 2021 and Council also wrote to animal stakeholders including environmental 'friends' groups, local veterinarians, Domestic Animal Businesses, the RSPCA and sports clubs. A total of 36 submissions were received.

The plan includes a periodic review of off and on-leash areas. This commenced in early-2022 and includes further consultation.

○ Gender equity

Council reviewed its previous community-facing *Gender Equity Strategy 2015-2020* to ensure we are meeting our obligations under the *Gender Equality Act 2020* to promote gender equality.

The Gender Equity Framework will benefit the community by ensuring Council's strong commitment to gender equity is maintained and built upon. It aims to ensure that everyone can have full access to community life and assist in addressing primary prevention of violence against women and family violence. It provides a list of key recommendations for Council, including the priority settings in which we will focus our work. The framework was adopted by Council at its February 2022 meeting.

Council also undertook a Workforce Gender Audit (WGA) and developed a Gender Equality Action Plan (GEAP). The GEAP outlines our key focus areas and priority actions to ensure we achieve our equal opportunity goals as well as our diversity and inclusion aspirations. It was endorsed for compliance by the Gender Equality

Commission of Victoria and will be used to support the development of action plans organisation-wide and tailored divisional plans.

○ Reconciliation Action Plan

We are developing an *Innovate Reconciliation Action Plan* to be formally endorsed by Reconciliation Australia. Our two-year Innovate RAP will outline the shared approach Council will take to work alongside Traditional Owners and Aboriginal and Torres Strait Islander peoples to advance reconciliation in our workplace and across the Monash municipality. In the second half of 2021, we consulted with Monash traditional owners and Monash Aboriginal and Torres Strait Islander community and reconciliation networks. We also consulted with staff, and then the community in April and May 2022. The plan was being developed in June 2022, with a view to submit it to Reconciliation Australia for formal endorsement later in 2022.

○ Inaugural Victor Melder Lecture and celebration of Sri Lankan New Year

In April 2022, the inaugural Victor Melder Lecture Series was held as part of Sri Lankan New Year celebrations, organised and supported by Monash Public Library Service and Monash Council.

The Sri Lankan New Year was celebrated with a diverse program of cultural activities.

The day ended with the inaugural Victor Melder Lecture presented by Dr Samanthi Gunawardana on the migration story of Sri Lankans to Australia, and what that experience has meant both collectively for the Sri Lankan community, the broader Australian community, and for individuals who have made that journey.

○ Public Toilet Strategy

Council's *Public Toilet Strategy* proposes a network of safe, accessible and well-maintained public toilet facilities that support community health and activity. The strategy also outlines the issues and challenges in public toilet service

provision, identifies a strategic vision and proposes a number of actions to address the gaps in public toilets. The strategy includes a multi-year capital works plan that can be considered year-on-year as part of the annual budget process and includes new standalone public toilets and the opening-up of existing facilities to the public.

The draft strategy underwent community consultation in May and June 2021, with more than 700 responses received. The strategy was adopted at the October 2021 Council meeting.

○ Digital Transformation Project

Monash Council's Digital Transformation Project is a three-year group of Transformation projects (2020-2023) that will transform our organisation and put our Monash customers at the heart of everything we do. 2021/22 saw the continuation of several major Transformation initiatives for the Council, and this included the following:

- » E-Services Program – Digitisation of an additional 30 customer experience processes across Executive, City Development and Infrastructure and Engineering divisions with the e-Services Program. As a result, 73 per cent of all applications and licensing requests are now being submitted online
- » Digital Experience Platform – Website Refresh Project. This was a very proud moment for the Council with our four public websites going live in April 2022. Council's entire primary digital presence is now completely refreshed and revamped with a contemporary visual design, making it easier than ever for the community to connect with us
- » New Finance Management system, Oracle Fusion Cloud. The new cloud-based system has replaced Oracle E-Business Suite and is one of the most significant transformation initiatives Council has undertaken. It streamlines financial operations so users can now complete purchasing and invoicing tasks end-to-end in one single platform. The system has also been tailored to

improve the financial processes and assist in a seamless transition to a more automated system

- » New Active Monash Leisure Management System. Leisure Management System for Active Monash was successfully replaced with Perfect Gym Solutions and is now live on the Monash Aquatic and Recreation Centre, Oakleigh Recreation Centre, and Clayton Aquatics and Health Club websites. The modern, cloud-based technology is integrated with multiple devices, which provides the Active Monash team with complete flexibility to manage day-to-day operations and run all three centres on the go with ease. The enhanced Point of Sale platform is also very easy to operate, providing a more user-friendly experience to enable better customer service.

○ Smoke-free areas

Eaton Mall in Oakleigh and Kingsway in Glen Waverley were declared smoke-free areas under Council's Smoke Free Areas Local Law, adopted in May 2021. From 19 October 2021, no smoking is allowed in designated areas including the footpath along the length of Eaton Mall, between Atherton Road and Oakleigh Central, or on footpaths along the length of Kingsway, between O'Sullivan Road and Bogong Avenue and the area outside the Glen Waverley Library and the Monash Civic Centre. The declared areas were endorsed at the August 2021 Council meeting. The new local law is in addition to the State Government's smoking legislation introduced in 2017. Eaton Mall and Kingsway are both renowned dining precincts that attract people from all areas to enjoy a unique dining experience. Council wants to ensure these precincts are attractive to families and that there is no impact on their experience from passive smoke. These changes followed a survey of the local community and traders, with over 880 responses. There was overwhelming support for these changes, with 87 per cent of residents and 84 per cent of traders supporting the new local law.





○ Service changes to support community

In response to COVID-19 restrictions, both the Monash Public Library service and the Monash Gallery of Art (MGA) developed a new system for contactless Click-and-Collect, to ensure our community continued to gain access to invaluable resources and materials. The service has continued to ensure all members of our community have access to our significant Library collections and bookshop materials.

○ MGA headlining PHOTO 2022 – Melbourne's International Festival of Photography

MGA's exhibition program headlined the PHOTO festival and included two major exhibitions at MGA with a pop-up gallery space in the Melbourne CBD, as well as Develop and Being a Voice.

PHOTO (29 April - 22 May) is Australia's largest photography event and is delivered in collaboration with over 50 cultural, education, industry and government partners. PHOTO 2022's theme 'Being Human' addressed the contemporary human condition through the lens of mortality, self, society, nature and history.

MGA also hosted a series of public and education programs throughout the festival's duration.

○ EMERGE – winter festival

The inaugural EMERGE winter festival took place at the Mount Waverley Community Centre from 24 - 28 June. With lanterns, a lightshow and live music, the event was a major success for our community, with over 11,000 people attending across the five nights.

Sustainability Initiatives

○ Food waste recycling

We introduced food waste recycling in July 2020. In the past 12 months, we have seen a decrease in the amount of waste sent to landfill from households. Collected food and garden waste is taken to a Dandenong composting facility where it is processed and turned into compost, ready for use on farms and gardens. Things like fruit and vegetables, meat, fish and bones, coffee grounds, eggs and dairy, bread, rice, pasta and paper towels can be recycled.

At its December 2021 meeting, Council resolved its intent to change the frequency of the food and garden waste bin (to weekly) and landfill bin collection (fortnightly) from August 2022 to increase the amount of food processed into compost (and decrease food to landfill). Community consultation was held from late January to March 2022, beginning with letters sent to all residential properties and ratepayers, with a QR code linked to the Shape Monash page where an opt-in survey could be completed. An information flyer on the changes to the service was also included with the letter. JWS Research was engaged to conduct qualitative and quantitative research, including focus groups and a telephone survey of 800 Monash residents. The phone survey was a representative sample of City of Monash demography, based on proportions from Australian Bureau of Statistics Census data.

As well, 29 face-to-face engagement pop-up stalls were held across the municipality throughout the consultation period. A total of 1,518 residents spoke with officers at these, with a further 55 residents connecting via Zoom for Q&A and information sessions.

In total, over 7,000 interactions were recorded over this consultation period, including a total of 4,371 complete survey responses, which provided feedback from a variety of perspectives and across a range of household circumstances.

At the April 2022 Council meeting, councillors considered the community consultation feedback and endorsed changes to the bin collection frequency. Council also endorsed further changes to the bin service to support residents, including expanding the special consideration exemption for a free landfill bin upgrade to households with two or more children in nappies or households with a member who has a medical condition that causes more waste, or for a family of six or more with financial hardship; lowering the cost of a second recycling bin to \$65 per year; and delivering a sample pack of Australian standard compostable liners to each household with a food and garden waste bin.



○ Bush Kinder

A new Bush Kinder space has been created at Albany Drive Reserve in Mulgrave. The reserve sits between Albany Rise Primary and Mulgrave Park Preschool, and the school and preschool were involved in the design of the space. Large tree trunks and rocks were relocated from the Waverley Women's Sports Centre redevelopment to create the space. The children from Mulgrave Park Preschool helped plant more than 100 plants to create habitats for insects, birds and other wildlife. Children from the school, preschool and local community use the space for nature-based play.

○ Nest Box Project

The loss of many of our older trees means there are far fewer places for animals to nest in. In 2021/22, 120 households were involved in our nest box project to create homes for small parrots and microbats. The Monash Men's Shed helped cut pieces for the kits,

which were distributed to residents' doors during COVID-19 pandemic lockdowns. Salesian College VCAL students painted the boxes, half of which have now been installed in trees in Monash bushlands. Residents can visit their numbered box and help monitor animal nesting activity.

○ City Nature Challenge

In April and May 2022, Monash Council took part in the worldwide City Nature Challenge for a second year. This year, the Melbourne group extended to over 20 councils. We ran two nature walks as part of the event - along Scotchmans Creek (Skink Link Project) and the new Waverley Park Wetlands. During the four-day challenge, 586 observations of wild plants and animals were made by Monash residents. In overall participation, Greater Melbourne came 33rd in the world, with 12,599 observations and 603 observers.



A close-up photograph of a hand holding a small, light-colored wooden house model. The house has a gabled roof and several small black rectangular windows. The hand is wearing a grey, textured knit sleeve. The background is a soft, out-of-focus grey. In the top right corner, there are two overlapping circles: a smaller green one and a larger light orange one.

Advocacy Campaigns

○ Post-COVID recovery

COVID-19 continued to have a serious impact on businesses in Monash in 2021/22 and many traders had to change their trading practices to comply with government restrictions. Council continued to support their efforts in working through these challenging times with the Back our Businesses – Shop Local campaign, which included an online business directory, social media, bus stop posters, downloadable posters, stickers, signage, and articles online, in the monthly business e-newsletter and *Monash Bulletin* distributed to households across Monash.

The Eat Drink Play Monash social media campaign was about supporting our local hospitality businesses and making it easier for everyone to explore the city post-COVID. It attracted people to discover what makes Monash so special - great food, terrific places to catch up with friends for a drink, and the various arts, cultural and sporting experiences on offer. The program was funded through the State Government's Local Councils Outdoor Dining and Entertainment Package (Round 2).

○ 13 Councils homelessness campaign

Thirteen councils representing two million residents in Melbourne's east and south-east have joined together in a unified voice calling for urgent action for more social housing to end homelessness. The Regional Local Government Homelessness and Social Housing Charter 2020 prioritises three regional commitments that the 13 councils will act on:

- » Work in partnership with Federal and State governments, public and private sector partners in a coordinated approach to deliver meaningful outcomes to increase the provision of social housing and respond to homelessness in east and south-east Melbourne
- » Scope land within each LGA that has the potential to be re-purposed for adaptable housing needs
- » Advocate together for inclusive housing growth including mandatory inclusionary zoning.

During Homelessness Week in August 2021, the group of councils launched the Housing First for People Sleeping Rough Practice Guide for Local Government. The new guide acknowledges that homelessness is a complex issue requiring a triage of support including mental health, but the first step needs to be providing a safe and secure home. It outlines the problem and possible solutions based on current best practice.

○ Elder abuse awareness

Council recognised World Elder Abuse Awareness Day on 15 June. As an acknowledgement of the day, the Monash Civic Centre was lit up purple, the colour of the campaign, in the evening. Council also hosted a series of information and community events, including short film screenings, a men's health information session at Monash Men's Shed, and a Walk and Jazz in The Park event.

○ 16 Days of Activism Against Gender-Based Violence

Council continues to support 16 Days of Activism, a global campaign to raise awareness about violence against women and its impact on a woman's physical, psychological, social wellbeing and economic security. In 2021/22, Council showed support through a social media campaign over the 16 days, lighting up of the Civic Centre, a number of staff events and training sessions, and public walks and online sessions for the community.

These online community events included a webinar featuring renowned author and award-winning Australian investigative journalist Jess Hill examining how some relationships are damaging and dangerous and how we can all help change the story.

○ Active Monash Pride Night

Active Monash hosted its second annual Pride Night in April 2022. The evening was held to promote inclusive and accessible physical activity for the LGBTIQ+ community and their allies. Activities on the night included a Live DJ, fitness classes, lap club, inflatable pool obstacle course and access to indoor pools, spa, sauna and other facilities.

○ Support for First Peoples

Council is developing an Innovate Reconciliation Action Plan (RAP) to be formally endorsed by Reconciliation Australia. Our two-year Innovate RAP will outline the shared approach Council will take to work alongside Traditional Owners and Aboriginal and Torres Strait Islander peoples to advance reconciliation in our workplace and across the Monash municipality. Council recognises that everyone has a role in working towards Reconciliation. In April and May 2022, we asked the community why reconciliation in Monash is important and how we might progress it locally. Feedback was considered along with information gathered from Traditional Owners, Aboriginal and Torres Strait Islander communities, key stakeholders and service providers. The RAP was being developed in June 2022.

○ Harmony Lunch

On 29 May 2022, about 130 people joined the Monash Interfaith Gathering's Harmony Lunch at the Mulgrave Community Centre Hall. Julian Burnside QC, OA and human rights and refugee advocate, gave an address on the plight of asylum seekers. The Victorian Multicultural Commission's Deputy Chair Bwe Thay spoke on the contribution our multicultural and multi-faith community make towards a vibrant and cohesive community. Mayor Stuart James and Deputy Mayor Tina Samardzija attended. Victoria Police members Senior Constable and Multicultural Liaison Officer Liz Sidiropoulos, Senior Constable and Crime Prevention Officer Sara Coe and Constable Simon Jacobson also joined the event to connect with guests and share information on safety. The event featured two performances and fabulous food, and the feedback shared highlighted the importance of strengthening inclusiveness, respect and a sense of belonging through such events. The Harmony Lunch was an initiative of Monash Interfaith Gathering, with the support of Council and the Bendigo Community Bank – Pinewood.

○ Gambling prevention

Monash Council has for years advocated for Hawthorn Football Club to remove its ties to the Vegas gambling facility at Waverley Gardens venue.

In May 2022, the football club announced it was selling the 75-machine venue, where almost \$5 million was lost in 2020/21, to the Melbourne Racing Club (MRC). The 75 EGMs at the venue will stay in Monash unless MRC choose to relocate them.

A letter from Mayor Stuart James was sent to congratulate the club on the decision to cut ties with the gambling industry and recognise the harm it creates. Council's Public Health Approach to Gambling Harm Policy is currently under review and a draft policy was due to be presented at the July 2022 Council meeting.

○ Thrive by Five

The Thrive by Five campaign to support high-quality, universally accessible and affordable early learning and childcare has been endorsed by Council. Letters from Council seeking bipartisan support for the campaign were sent to Federal Government and Opposition ministers and local Federal Members of Parliament.

The campaign calls for reform of the early learning and childcare system to drive workforce participation, particularly for women, and reduce out-of-pocket costs for working families using childcare.

○ National Road Safety Week

Monash Council participated in National Road Safety Week (15-22 May 2022) to shine a light on the deadly issue of traffic injury and advocate for the safe use of local roads. National Road Safety Week is an annual initiative by the Safer Australian Roads and Highways (SARAH) Group.

○ State and Federal election advocacy

It has been an exciting time to live, work and play in Monash but we need extra support from State and Federal levels of government to better service our growing community. With both State and Federal elections in 2022, our advocacy efforts continued for much-needed infrastructure and services. We have seven priority areas, with a series of projects that need important funding contributions from either or both levels of government. These projects include a perinatal emotional health program; upgrades to reserves, rail trails and Waverley Women's Sports Centre; two new parks for Clayton; investment in our library service; and a variety of transport and activity centre initiatives. We'll continue conversations with all local Members of Parliament and candidates to make sure we get the best outcomes for our community.

○ School crossings

Council is advocating for the State Government to fully fund the supervision of school crossings. School crossing supervision is an important service, but one that ought to be fully funded by the State Government as part of its responsibilities for funding education services in Victoria (a broad responsibility which should include getting children to and from school safely).

We will continue to advocate to the State Government and all Monash schools to transition to a new operating and funding model for school crossing supervision which does not impose costs on ratepayers for a service that is not part of core local government functions and services.



○ Multicultural communities

The two-year, State Government-funded Hello Neighbour project was completed in November 2021 and developed an innovative response to promote and build connected communities across Monash. In the wake of COVID-19, meaningful community engagement was critical to ensuring our city remains a vibrant, thriving multicultural community that accepts people of diverse cultures. A key feature of the project was the Monash Community Ambassadors, which provided a unique opportunity for our culturally, linguistically and religiously diverse ambassadors to advise Council and influence project directions. They helped mobilise their networks to reach the broader community,

create stronger cross-cultural connections, and share their culturally diverse perspectives and experiences to support mainstream groups. Some of the key initiatives delivered included the 'Longing for Home' Textile Art project; We Stand Together as One Community 'Say No to Racism' forums; Cultural Awareness and Bystander Intervention training; Places of Worship Open Day; Monash Youth Interfaith Panel Discussion; and the Flavours of Monash cookbook. The Community Ambassadors became a sought-after resource across Council, local service providers and community groups. Despite the impacts of COVID-19, the Hello Neighbour project helped Council achieve its priority of promoting inclusion and participation for all, ensuring that our diverse community feel valued and included.



Engaging With Our Community

○ Shape Monash

Council's online engagement platform has been operating for the past two years. Shape Monash encourages civic participation by enabling residents to sign up to receive alerts to consultations, whether online or in person. The platform allows us to 'close the loop' on consultations by continually updating interested 'followers' of our engagement projects on the outcomes of consultation and progress on projects.

Around 11,000 people have participated in consultations via Shape Monash to date. More than 2,689 participants have registered with the platform, and 400 of those have signed up to the Monash Online Community Panel.

○ Online Community Panel

The community panel consists of people who are willing to provide additional insights from a community perspective and have assisted with projects requiring deliberative engagement or a larger investment of time to consider issues more deeply. The panel is open to anyone with a connection to Monash and provides a broad representation of our diverse community.

○ Snap Send Solve

The app Snap Send Solve enables residents to report issues including graffiti, dumped rubbish, overgrown vegetation or footpath obstructions. The free app is available for both iPhone and Android phones.

A total of 6,966 incidents were reported via the app between July 2021 and the end of June 2022. They included abandoned cars, damaged drains, parking issues, graffiti on Council property, footpath and road faults, dumped rubbish and overgrown vegetation on shared trails or nature strips, and missing bins.

Once an issue is reported via the app, a report is sent to Council with the location, a photo of the concern, and an email. Council keeps residents informed on what action has been taken to resolve the issue.

○ Webchat

In early 2019, Council introduced a Webchat service for residents to interact with the Customer Experience team online. This has proved popular, and Council responded to 7,560 interactions through Webchat from July 2021 to the end of June 2022.

In many instances residents can have their questions answered and issues resolved online instead of visiting a Customer Service Centre. The service has received positive feedback and was particularly useful during the COVID-19 pandemic when the community was unable to visit in person.

○ Concierge service during COVID-19

To adhere to the social distancing measures as outlined by the State Government and maintain our walk-in customer service, Council implemented a concierge service in March 2020 at our Centres, which continued until 6 May 2022.

The concierge greeted visitors and assisted them with requests. To maintain distance, visitors were asked to stay behind barriers, and these restrictions currently remain in place. The community was encouraged to seek our assistance by phone, email, video conference and online, however we understood this was not possible for all people and that maintaining face-to-face customer service (where possible during COVID-19 lockdowns) was vital to some of our community members.

○ Language Aides

A number of Monash staff have completed accreditation training to provide translator assistance to people who may not speak English or prefer to converse in another language.

The Language Aide program extends Council's customer service delivery in a number of languages to residents, business owners, and visitors to the municipality. The program provides interpreters in languages including Hindi, Punjabi, Mandarin, Cantonese, Chinese, Italian, Vietnamese and Greek.

Language Aide staff help customers communicate with a Council officer, understand a letter or form they have received, or provide instructions or directions. Staff assisted people across 28 different areas of Council for a total of 3,500 minutes between July 2021 and 30 June 2022. This number was significantly down on the previous year due to being closed and operating remotely due to COVID-19 lockdowns.

○ Livestreaming Council meetings

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

We had 975 live views and 5,725 views of archived meetings in 2021/22. This compared with 1,355 unique views of livestreamed meetings and 2,207 unique views of the archive file in 2020/21.

○ Customer Service Guarantee

Council's Customer Service Guarantee (CSG) reinforces our commitment providing excellent customer service to our community. A set of Key Performance Indicators (KPIs) was developed in 2019 to supplement the mandatory Local Government Performance Reporting Framework (LGPRF) reporting. Both the LGPRF and the CSG results are reported half-yearly, July to December, and annually, July to June.

The LGPRF and CSG reporting assists us in monitoring our services to ensure that we deliver effective and efficient services with limited resources. These indicators also provide comprehensive performance information that meets the needs of a number of stakeholders and helps management and Council to make informed strategic decisions.

○ COVID-19 impact

2021/22 has been another challenging year with several lockdowns in the second half of 2021 that had an impact on how we deliver services. However, Council continued to provide essential services to the community including waste and recycling services, immunisations, roads and drain maintenance, customer service and other home and community care services. There was a return to in-person services during the start of 2022 and Council has continued to evolve its services post-COVID.

Some customer service targets were not achieved as a result of the pandemic. Where COVID-19 impacts have been identified as affecting the CSG targets in this report, explanatory notes have been provided.

Customer Service Guarantee Results

Customer Service Guarantee results are detailed in the table below. Where COVID-19 impacts have been identified as affecting the results in this report, explanatory notes have been provided.

Indicator/Measure	Target	Results			Material Variations and Comments
	Annual	2019/20	2020/21	2021/22	
Customer experience					
<p>Telephone calls answered within the required timeframe</p> <p>Defined as the percentage of telephone calls answered by Customer Service staff within the required timeframe of 30 seconds.</p> <p>(Number of telephone calls answered within 30 seconds/ Total number of telephone calls answered) *100</p>	90%	94.12%	95.13%	95.48%	Target achieved. During the year there were a total of 184,892 calls answered, and 176,535 were answered within the 30-second timeframe. That was 95.48 per cent, well above the 90 per cent target.
<p>Letters responded to within the required timeframe</p> <p>Defined as the percentage of incoming letters received via central mail responded to within the required time of 10 days.</p> <p>(Number of letters responded to within 10 working days/ Total number of letters responded to) *100</p>	100%	94.74%	90.10%	90.84%	Target not achieved. Responding to letters during periods of significant staff absences has impacted on the response times. A slight improvement compared to 2020/21.
<p>Emails responded to within required timeframe</p> <p>Defined as the percentage of incoming emails addressed to (mail@monash.vic.gov.au) responded to within the required time of 10 days.</p> <p>(Number of emails responded to within 10 working days/Total number of emails responded to) *100</p>	100%	94.18%	93.14%	92.96%	Target not achieved. A slight decrease compared to 2020/21. Higher volumes of emails and increased staff absences have affected the overall response times.

Indicator/Measure	Target	Results			Material Variations and Comments
	Annual	2019/20	2020/21	2021/22	
Communications					
<p>Number of events/ Opportunities for community feedback provided by Council</p> <p>Defined as the number of public consultation opportunities provided by Council. Consultation is defined as seeking feedback.</p>	50	21	61	65	Target achieved. The number and variety of opportunities for consultation opportunities increased, with more in-person sessions, focus groups and community meetings in addition to online opportunities.
<p>Community participation in consultation events and opportunities provided by Council</p> <p>Defined as the number of people who participated in consultation events/responded to consultation opportunities provided by Council per household. (Number of participants and respondents/ Number of households)</p>	N/A	0.16	0.30	0.50	Participation continues to improve as more people become aware of the online consultation platforms.
<p>Community consultation reports completed</p> <p>Defined as the percentage of consultation reports completed and published. (Number of summary consultation reports completed and published on specific issues/Topics/ Number of consultations conducted) *100</p>	75%	14.29%	64.58%	47.73%	Target not achieved. Not all consultation reports have been completed but are progressing.
<p>Newsletters published for public communication</p> <p>Defined as the number of Monash newsletters published (electronic and hard copy) by all departments to communicate general or specific matters, per household. (Number of newsletters published/ Number of households)</p>	N/A	0.00215	10.60	25.51	Every household receives 11 issues of the <i>Monash Bulletin</i> per year, and there are 16 other newsletters that have subscriptions for between 4 and 25 issues per year.

Indicator/Measure	Target	Results			Material Variations and Comments
	Annual	2019/20	2020/21	2021/22	

Communications (Cont'd)

Website hits

Defined as the number of Monash website hits per head of municipal population.
(Number of website hits/ Municipal population)

N/A	6.89	12.90	12.88	Website hits remain steady with a similar result to last year.
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Children's, Youth and Family Services

Utilisation of Brine Street Child Care Centre

Defined as the percentage of effective fulltime places utilised at Brine Street Child Care Centre. (Number of effective fulltime childcare places utilised/ Number of effective fulltime childcare places available) *100

97%	89.91%	94.73%	95.98%	Target not achieved. Result slightly lower than target, however, an improvement compared to the two previous years.
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Cost of the Brine Street Child Care Centre

Defined as the direct cost less any income received of providing care at Brine Street Child Care Centre per utilised place. Excludes corporate overhead costs.
(Total direct cost of service less any income received/ Number of effective fulltime childcare places utilised)

\$5.00	\$5.43	46.50	\$20.14	Target achieved. The service generated a gross surplus for the year. However, overheads (indirect costs) such as payroll, human resources, finance costs and business technology costs are not included.
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User satisfaction with Brine Street Child Care Centre

Defined as the user satisfaction rating with how Council has performed on the delivery of Brine Street Child Care Centre services.

85%	89.16%	89%	88%	Target achieved. The service has a high client satisfaction rating.
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Indicator/Measure	Target	Results			Material Variations and Comments
	Annual	2019/20	2020/21	2021/22	
Monash Gallery of Art (MGA)					
<p>Participation of the MGA</p> <p>Defined as the number of visits to the Monash Gallery of Art including café and RAMP gallery and 30 per cent of Atrium Gallery attendees per head of municipal population.</p> <p>(Number of visits to the Monash Gallery of Art, RAMP gallery and Café + 30 per cent of all attendees to the site to view the Atrium Gallery/ Municipal population)</p>	N/A	0.52	0.17	0.28	A significant improvement compared to 2020/21 when restrictions had required MGA to be closed for more than six months of the year. In 2021/22, restrictions required MGA to be closed to visitors for three months of the year. Consequently, visitation to the site was impacted and resulted in participation well under pre-COVID-19 levels, however, MGA created digital resources and delivered programs online.
<p>Visitor satisfaction with MGA</p> <p>Defined as the visitor engagement rating across eight dimensions that measure quality and impact (Excellence, Rigour, Meaning, Relevance, Heritage, Captivation, Local Impact and Connection) of MGA exhibitions and programming.</p>	75%	74%	73%	85%	Target achieved. Although visitation to MGA was reduced due to the impact of COVID-19, MGA's visitor engagement rose with the quality and impact of the exhibitions felt strongly. This resulted in an 85 per cent visitor satisfaction rating which is well above the target of 75 per cent.
Libraries					
<p>Utilisation of Monash Public Library Service</p> <p>Defined as total number of user transactions per head of municipal population.</p> <p>(Total number of loans, eResource downloads, PC and WiFi sessions, and event attendances/ Municipal population)</p>	N/A	8.34	6.41	7.22	Target not achieved, but a significant increase compared to the 2020/21 result. The lifting of COVID-19 government restrictions and the relaxing of the requirement for mandated vaccination have supported community take-up of library services again.

Indicator/Measure	Target	Results			Material Variations and Comments
	Annual	2019/20	2020/21	2021/22	

Libraries (Cont'd)

Number of library events and programs

Defined as total number of library events and programs.

2,500 2,170 1,366 **1,940**

Target not achieved but a significant improvement compared to the 2020/21 result. Due to COVID-19 lockdowns the library service was not able to deliver the annual target of 2,500 program events. However, after the lifting of lockdowns, the library service successfully conducted over 200 events per month and is on schedule to achieve the target for 2022/23.

Community satisfaction with library service

Defined as the community satisfaction rating out of 100 with how Council has performed in the provision of library services.

85 87 85 **84**

Target achieved. Community satisfaction with library services has remained at an 'excellent' level through 2019/20 to 2021/22, with a score of 84.4 per cent in 2022.

Aged and Community Support

Utilisation of home care services

Defined as the achievement percentage against the funded Commonwealth CHSP service targets.

(Units delivered either Hours of Service or Meals during period/ Commonwealth Government CHSP Grant Agreement target) *100

100% 72.72% 57.10% **61.49%**

Target not achieved but a slight increase compared to 2020/21. However, service utilisation in 2021/22 continued to be impacted by COVID-19. A significant number of clients did not use the service.

Programs delivered

Defined as number of Council-run events for PALs and number of attendees.

(Number of attendees at Council events/ Number of Council events)

N/A 35.35 26.23 **26.82**

A slight increase in the number of events delivered, but well under pre-COVID levels. The delivery of events continued to be impacted by COVID-19.

Indicator/Measure	Target	Results			Material Variations and Comments
	Annual	2019/20	2020/21	2021/22	

Aged and Community Support (Cont'd)

Programs delivered with volunteer assistance

Defined as the number of volunteers assistance per opportunity.
(Number of volunteers opportunities across Council/
Number of volunteers across Council)

N/A 12.24 3.36 **7.94**

A significant increase compared to the 2020/21 result, but still well under pre-COVID levels. Opportunities to volunteer were impacted by the pandemic.

Active Monash

Number of clubs allocated access to sports grounds

Defined as the number of clubs that access Council's sports grounds. (Number of clubs that access sports grounds/ Total number of sports grounds)

0.75 0.79 0.79 **1.24**

Target achieved. Increase in accessibility due to a decrease in the number of clubs using the sports grounds. Also, two grounds were not used due to renovations.

Number of teams allocated access to sports grounds

Defined as the number of sports teams that access Council's sports grounds.
(Number of teams accessing sports grounds/ Total number of sports grounds)

6.00 6.11 6.11 **4.46**

Target not achieved. This was due to a decrease in the number of teams returning after COVID-19 restrictions were lifted.

Number of hours sports grounds are allocated to sports clubs (% of use)

Defined as the percentage of hours sports grounds are allocated.
(Total number of hours available at sports allocated compared to total available hours/ Number of hours sports grounds are grounds) *100

100% 166.65% 166.65% **109.03%**

Target achieved. A decline in hours of usage from previous years due to a reduction in team numbers.

Indicator/Measure	Target	Results			Material Variations and Comments
	Annual	2019/20	2020/21	2021/22	

Active Monash (Cont'd)

Number of hours pavilions are allocated to sports clubs (% of use)

Defined as the percentage of hours pavilions are allocated to sports clubs compared to the total hours available.

(Number of hours pavilions are allocated to sports clubs/ Total available hours at pavilions) *100

65%	68.34%	68.34%	70.36%	Target achieved. A slight increase compared to 2020/21. Pavilion usage remained constant despite a drop in team numbers.
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Engineering

Community satisfaction with the provision of parking facilities in Monash

Defined as the community satisfaction rating out of 100 with the provision of parking facilities in Monash to tend upwards. Despite this, this satisfaction level is slightly higher when comparing to the average (70) across the five-year period from 2016 to 2021.

70	72	71	68	Target not achieved. Satisfaction with the provision of parking facilities has dropped in 2022 compared with the 2020/21 result.
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Community satisfaction with local traffic management in Monash

Defined as the community satisfaction rating out of 100 with local traffic management in Monash to remain higher than the metropolitan benchmark.

69	74	73	69	Target achieved. Satisfaction with local traffic management has dropped in 2022 compared with the 2020/21 result but is above the average metropolitan benchmark.
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Bicycle usage in Monash

Defined as the average number of cyclist movements across the annual Super Tuesday bicycle count sites.

N/A	70.7	55	45.90	The bicycle usage data is 689 movements over 15 sites = 45.9.
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Indicator/Measure	Target	Results			Material Variations and Comments
	Annual	2019/20	2020/21	2021/22	
Sustainable Monash					
<p>Overfull street litter bins reports responded to within the required timeframe</p> <p>Defined as the percentage of reports responded to within two hours of receiving the report on overfull litter bins. This applies during business hours, 7.30am-4pm, Monday-Friday. (Number of overfull street bin reports responded to within two hours/ Total number of overfull bin reports responded to) *100</p>	100%	90%	97.22%	94.62%	Target not achieved. Servicing of street litter bins continues to be of a very high standard. A small percentage of bins were not serviced within the two-hour target due to competing priorities and staff challenges as a result of COVID-19 impacts on resourcing.
<p>Litter and dumped waste reports investigated within required timeframe</p> <p>Defined as the percentage of reports investigated within one working day of receiving the report on litter and dumped waste on public land. This applies during business hours, 7.30am- 4pm, Monday-Friday. (Number of litter and dumped waste reports investigated within one day/ Total number of litter and dumped waste reports investigated) *100</p>	100%	97%	99.44%	96.91%	Target not achieved. Reports of dumped rubbish continue to be responded to promptly. A very small number of reports missed the one-day target due to resource challenges as a result of COVID-19 impacts on staff.
Capital Works					
<p>M² of footpath renewed</p> <p>Defined as the number of M² of footpath renewed annually.</p>	30,000	40,063	31,000	44,146	Target achieved. M ² of footpath renewed in 2021/22 was significantly higher than the two previous years.

Indicator/Measure	Target	Results			Material Variations and Comments
	Annual	2019/20	2020/21	2021/22	

Facilities and Infrastructure

Removal of offensive graffiti

Defined as the percentage of offensive graffiti reports completed within the service standard. Measure only applies during business hours, 7.30am-4pm, Monday-Friday. (Number of offensive graffiti reports received during business hours completed within service standard/ Total number of offensive graffiti reports received during business hours) *100

100%	93.02%	100%	100%
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Target achieved. All graffiti removed and completed within the service standard.

Assessment of footpath tripping hazards

Defined as the percentage of footpath tripping hazard reports assessed within the service standards detailed in the *Monash Road Management Plan*. This measure includes vertical displacements on high, medium and low-sensitivity paths and vertical displacements beside a path adjacent to a Council asset. (Number of footpath tripping hazard reports assessed within service standard/ Total number of footpath tripping hazard reports assessed) *100

90%	84.06%	84.07%	97.71%
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Target achieved. There was a total of 262 tripping hazard reports, with 256 (97.71 per cent) assessed within service standard.

Indicator/Measure	Target	Results			Material Variations and Comments
	Annual	2019/20	2020/21	2021/22	

Facilities and Infrastructure (Cont'd)

<p>Assessment of road potholes</p> <p>Defined as the percentage of pothole reports on roads assessed within the service standards detailed in the Monash Road Management Plan. This measure includes defects reported on the trafficable lanes and on-road cycle lanes. (Number of pothole reports assessed within the service standards/ Total number of pothole reports assessed) *100</p>	90%	88.05%	86.05%	98.51%	Target achieved. There was a total of 202 reports on road potholes, and 199 (98.51 per cent) were assessed within service standards.
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Horticulture

<p>Number of replacement street trees planted</p> <p>Defined as the number of replacement street trees planted.</p>	1,000	2,494	1,760	1,429	Target achieved. Council's street tree planting programs have resulted in the planting of 1,429 replacement street trees including infill into vacant locations.
<p>Number of street trees removed</p> <p>Defined as the number of street trees removed.</p>	N/A	1,934	983	713	713 street trees have been approved for removal this year. Tree removals are approved for a range of reasons, including that the tree has been assessed as dead, dying or dangerous. Dead and dying trees make up the majority, and recognises Council's ageing tree population. As trees reach the end of their useful life, they are removed to make way for new street trees.



Indicator/Measure	Target	Results			Material Variations and Comments
	Annual	2019/20	2020/21	2021/22	
<p>Number of trees, shrubs and groundcovers planted</p> <p>Defined as the number of trees, shrubs and groundcovers planted in reserves.</p>	70,000	126,315	91,282	70,194	Target achieved. A total of 70,194 trees, shrubs and groundcovers have been planted across the year. The plantings have been targeted in areas to build on both the amenity and ecological value of a reserve.
<p>Number of trees removed in reserves</p>	N/A	603	377	118	As a result of Council arborist inspections, 118 trees were approved for removal. Council's tree management approach includes proactive inspections throughout its reserves to identify trees that, due to their health and condition, may pose an unacceptable risk to the community. Council's focus is to ensure trees in close proximity to high-use areas such as playgrounds, shared paths and activity centres are inspected and, based on findings, are maintained to minimise risk to the community.

Satisfying our community

Council's annual Community Satisfaction Survey was conducted in April and May 2022. It was done as a telephone survey, not a face-to-face doorstep interview as planned, due to COVID-19 impacts on labour supply. The research was again undertaken by independent research company Metropolis Research Pty Ltd, with 800 randomly selected residents aged 15 years and over.

Council recorded an overall satisfaction score of 7.07/10 - a 3.7 per cent decline from last year's 7.3 but remaining in the 'very good' range. The 2022 metropolitan Melbourne average was 6.6, and Council recorded the highest level of satisfaction among metropolitan councils. Metropolis Research noted that across metropolitan Melbourne there had been a decline in satisfaction with the overall performance of local government, believed to be reflecting a fatigue with "government" more broadly.

Monash Council services with the highest satisfaction levels included:

- » Local library and library services (8.4)
- » Regular green waste collection (8.2)
- » Sports ovals and outdoor sporting facilities (8.1)
- » Recreation and aquatic centres (8.08)
- » Regular garbage collection (8.07)
- » Council-run services for children and their families (7.98)
- » Local playground provision and maintenance (7.97)

Council recorded a decline of 10.4 per cent in its customer service across the organisation, possibly reflecting community concerns on the change in the kerbside bin collection service. Council will immediately focus on improving its service levels across the organisation.

Other areas identified as needing attention were:

- » Rubbish and waste issues including garbage collection (13 per cent up from 5 per cent)
- » Traffic management (12 per cent up from 7.96 per cent)
- » Building, housing and planning and development (8.6 per cent down from 9.6 per cent)
- » Parks, gardens and open spaces (7.5 per cent down from 9.1 per cent)
- » Road maintenance and repairs (5.8 per cent up from 6 per cent).

Community Consultations

2021

JULY

Smoke-free areas

Following the adoption of the Smoke Free Areas Local Law in May 2021, Council sought further community feedback on Smoke Free Areas in Eaton Mall, Oakleigh, and Kingsway, Glen Waverley. Council determined that these areas would be designated smoke-free, effective from 19 October 2021.

CCTV in Oakleigh Activity Centre

Council consulted the community between 15 July and 6 August on the installation of monitored CCTV cameras in the Oakleigh Activity Centre. Around 1000 people participated in telephone and online surveys. At the August 2021 meeting, Council resolved to install the CCTV cameras.

Monash Health and Wellbeing Plan 2021-2025

After extensive consultation to develop the draft *Monash Health and Wellbeing Plan 2021-2025*, the draft plan was available for feedback between 28 July to 25 August. The draft was well-received with 28 submissions. The plan was adopted at the Council meeting of 26 October 2021.

AUGUST

Mount Waverley Reserve Masterplan

The masterplan was exhibited to stakeholders from 3 August to 3 September. A total of 14 submissions were received. Having considered stakeholder concerns, Council endorsed the masterplan at its meeting of 30 November 2021.

Hughesdale Local Area Traffic Management Plan

The development of this traffic management plan was undertaken together with the local community. In the first stage between 13 August and 15 October, there were 221 contributions to a map-based consultation. This was followed by a community meeting attended by 110 participants, and the appointment of a focus group for further consultation. In the final stage, a resident poll on the draft plan received 98 contributions between 22 February and 11 March 2022. The plan was adopted at the 28 June 2022 meeting.

Monash Boulevards (Springvale and Dandenong Roads) Discussion Paper

The discussion paper was released for community feedback. There was considerable interest, with the paper downloaded by 700 visitors to Shape Monash. Six online submissions were received. At its 28 June 2022 meeting, Council endorsed releasing the Urban Design Framework for consultation.



SEPTEMBER

Monash Active Recreation Opportunities Strategy

Having received over 500 contributions in the first stage of consultation, these results were considered by the Monash Community Panel, before the draft strategy was put on public exhibition. There were 23 submissions to the draft strategy during the exhibition period of 1 September to 7 October. Council endorsed the strategy at its meeting of 30 November 2021.

OCTOBER

Westerfield Drive mural

The local community contributed their ideas for the mural for the playspace at Westerfield Drive Reserve. This feedback informed the artist's brief. An artist was appointed through an expression-of-interest process and conducted a follow-up workshop to finalise the design. The mural was launched in June 2022.

Gender Equity Framework

After extensive consultation during December 2020 to April 2021 as part of the development of the *Monash Health and Wellbeing Plan 2021-2025*, the draft Gender Equity Framework was released for feedback from the general community, focus groups and advisory committees in October. The framework was revised following the consultation and adopted by Council in February 2022.

NOVEMBER

The Monash Bulletin Review

The community was invited to provide feedback on the distribution of the *Monash Bulletin* and express interest in receiving it in digital form. Further consultation was conducted in May as part of the Community Satisfaction Survey.

Suburban Rail Loop – Environment Effects Statement (EES)

Council consulted with community on its own submission to the Inquiry and Advisory Committee hearing on the EES. The community was also encouraged to participate in the Suburban Rail Loop Authority's consultation on the EES. Consultation and advocacy on this project is continuing.

Carlson Reserve multi-purpose courts

Feedback was invited on the proposed upgrade of the public tennis courts to new multi-purpose courts for community use. Further consultation was undertaken in June on the proposed court lighting.

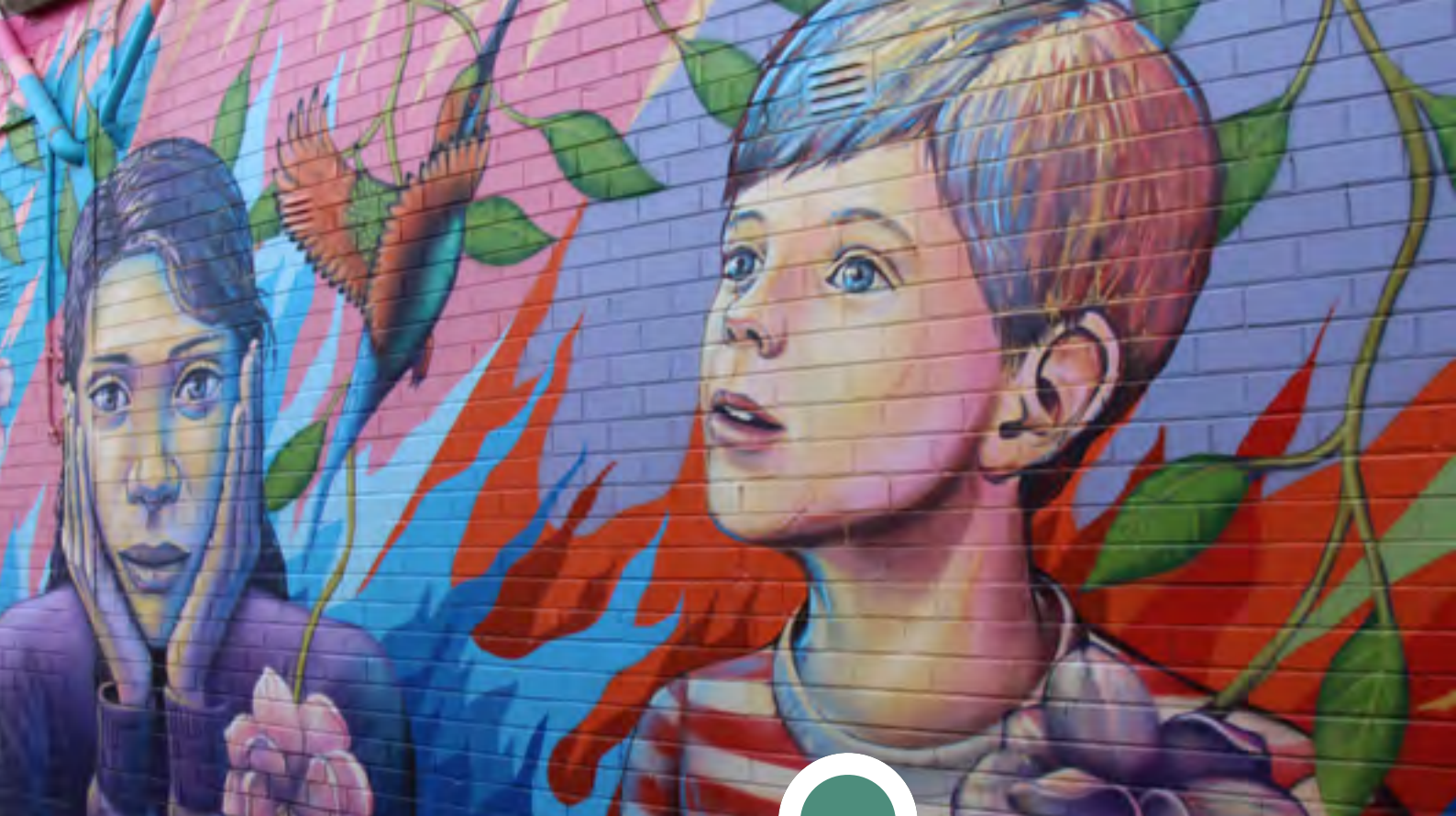
Westerfield Drive Reserve playspace

Children and their families were invited to contribute their ideas to upgraded playspaces at Westerfield Drive Reserve, Notting Hill.

DECEMBER

Playspace upgrades

Children and their families were invited to contribute their ideas to upgraded playspaces at Talbot Park, Oakleigh South; Rivett Crescent Reserve, Mulgrave; and Atheldene Drive Reserve, Glen Waverley.



Community Consultations

2022

JANUARY

Reusable nappy survey

Parents and carers of young children were encouraged to participate in the regional (12 councils) reusable nappy study to help inform research into a best practice reusable nappy program to reduce landfill waste.

Food and garden waste collection

Consultation on switching to a weekly collection for food and garden waste and a fortnightly collection for landfill waste commenced with randomly invited residents participating in focus groups to inform the next stages of consultation. Further consultation with telephone and online surveys and online and pop-up information sessions took place over February and March.

FEBRUARY

Arts and culture strategy

Participants answered survey questions to identify the top priorities of the community for the arts and culture strategy. The draft strategy will be presented for further feedback later in 2022.

LGBTIQA+ Action Plan

Members of the LGBTIQA+ community and their friends and supporters were invited to participate in creating the inclusion action plan. Methods included a community survey, workshops and focus groups. The draft plan will be available for community comment later in 2022.



MARCH

Gambling Policy

A values-based approach was used to ask our community about its beliefs on Council's role in preventing harm from gambling in its review of the Gambling Policy. The general community, advisory committees and the gambling industry were consulted. The draft policy will be open for public feedback in July 2022.

APRIL

Community Satisfaction Survey

Each year, Monash residents are surveyed to check their satisfaction with Council's performance and services. The survey helps Council identify which of its services or activities need to be improved and enables Council to compare its performance with the average for metropolitan councils. This year, due to COVID-19, telephone surveys were conducted by an independent research company that randomly selects Monash residents to interview instead of the usual face-to-face door knock.

Reconciliation Action Plan (RAP)

We asked our community to participate in the development of the RAP by telling us what was important to them. The RAP is being created with Traditional Owners and Aboriginal and Torres Strait Island people, reconciliation partners, Council staff and the wider Monash community. The RAP will be submitted to Reconciliation Australia for formal endorsement.

Waverley Park maintenance handover

Community information sessions on site were held and online questions and answers were provided to support the residents of the estate with the maintenance handover from the developer to Council.

Annual Business Survey

The business community was consulted on its engagement with Council's Economic Development services and future needs.

Strategy for children and young people

We consulted with children and their parents and carers to identify the needs, aspirations and service gaps for children and young people aged 0-13 years in the City of Monash. The draft strategy will be developed later in 2022.

Draft Budget 2022–2023

Council sought community feedback on its Draft Budget with submissions heard at the June meeting.

MAY

Amendment C169 Open Space Contributions

This proposal to increase the open space contributions levy rate to 10 per cent was under public exhibition until 12 July 2022.

Jack Edwards Reserve pavilion redevelopment

Submissions are invited on the proposal for a new \$16.4 million pavilion with undercover grandstand seating. The State Government has committed \$4 million and Council has committed \$8.2 million. The Federal Government has also committed \$2 million. Further funding is being sought before the project can progress.

JUNE

Dog off-leash policy

Consultation on the off-leash policy and proposed changes was undertaken in June 2022. New and amended areas were also being trialled, with community feedback invited.

Suburban Rail Loop

Following the Suburban Rail Loop Inquiry and Advisory Committee Hearing, Council was consulting the community on its concerns with the Suburban Rail Loop Authority's proposed plans and the impact on Council's structure planning for the Glen Waverley Activity Centre.

Building Community Capacity

○ Community Awards

Sir John Monash Awards

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

In 2021, Council endorsed a new award category - LGBTIQ+ Community Leadership. This award recognises outstanding achievement by an individual, organisation, service provider, group or business who has strengthened the representation and inclusion of people who identify as lesbian, gay, bisexual, trans and gender diverse, intersex, queer and asexual communities (LGBTIQ+) within Monash.

We received 38 nominations across eight award categories. The closing date was extended by a week for three categories (Active Monash, LGBTIQ+ Community Leadership and Outstanding Advocate of People with Disabilities), to accommodate more entries. Unfortunately, no submissions were subsequently received for the Active Monash category.

Kathleen Hosie won the overall Sir John Monash Award for Outstanding Leadership and for Volunteer of the Year.

Kathleen showed strong leadership during the COVID-19 pandemic and demonstrated outstanding leadership and commitment as a volunteer interviewer and as President of Monash Oakleigh Community Support and Information Service (MOCSIS).

MOCSIS provides emergency relief five days a week to a broad section of Oakleigh and District, delivering material assistance and support to citizens who are among the most disadvantaged in our community. The centre is staffed by trained volunteer interviewers and is further supported by a strong group of volunteers who provide a range of other services, from managing the foodbank to stocking the free Opportunity Shop to working in the group's vegetable garden to provide fresh vegetables for clients.

Kathleen's style of leadership includes the ability to go above and beyond what is normally expected in a volunteer-only organisation - she not only manages the many extra demands at MOCSIS but also volunteers weekly to work with clients face-to-face and by phone, to advise and assist them directly.

The 2021 winners are listed below:

- » **Multicultural Champion:** Chandra Bangalore
- » **LGBTIQ+ Community Leadership:** Chloe Codling
- » **Outstanding Advocate of People with Disabilities:** Peter Willoughby
- » **Sustainability Leadership:** Andrew Mahar and Brandon Winfrey
- » **Youth Leadership Award:** Andy Mach
- » **Volunteer of the Year:** Kathleen Hosie
- » **Inspirational Women's Leadership:** Mini Gupta
- » **Positive Ageing Leadership:** Terrance Long

Due to COVID-19, the 2021 Sir John Monash Awards ceremony was postponed, with a date still to be determined after June 2022.

○ Projects Building Community Capacity

COVID-19 Community Response Team

The State Government decided that, given the complexity of the cases contacting the COVID-19 hotline, local governments would be in a stronger position to support and connect with these people and ensure they receive support locally.

As a result, Council's Community Response Team (CRT) was established in 2020 and received all requests from Monash residents seeking emergency support. The team also contacted residents who were in mandatory isolation after returning to Australia from overseas.

The team also did outreach work to people who were experiencing homelessness due to the impacts of COVID-19, coordinating the delivery of blankets, food parcels and more than 10,000 face masks to vulnerable people in the community.

Community Activation and Social Isolation (CASI) Initiative

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

The CASI funding was also used to pilot a number of projects that aimed to bring community together. One such program was the Sew Fantastic beginners sewing classes offered at Clayton and Mount Waverley libraries. The pilot project was a success with over 47 attendances across five weeks and overwhelmingly positive feedback from attendees. The sewing machines purchased will be utilised for future projects and have a lasting impact on our community.

Positive Ageing Directory

Council's Positive Ageing Directory came about during the COVID-19 pandemic and will be used as a tool to help older residents to reconnect with their community. It lists activities and clubs for older residents across the City of Monash. The easy-to-read directory is in suburb order to help residents find local activities close to where they live or work. It is a useful tool for residents, and aims to promote healthy, active ageing and social inclusion in our community.

Monash Youth Committee

The Monash Youth Committee (MYC) is made up of people aged 15-25 who discuss ideas and promote positive initiatives to benefit young people who live in the municipality. In the past 12 months, the committee has met and advocated to both State and Federal Members of Parliament about key issues impacting Monash young people. The committee also organised a highly successful financial management workshop for young people in the community.

Disability Advisory Committee

Monash Disability Advisory Committee continued to meet online through 2021/22, giving community members with disability, carers, and those with interests in disability an opportunity to advocate directly to Council on behalf of people with a disability, their families and carers.

Monash/Knox Pathways for Carers

Although still impacted by COVID-19 restrictions, the Pathways for Carers Program continued to meet where possible and provide information to carers through messages and a regional Pathways for Carers Facebook page. Resources were provided to carers through the CASI program when requested. The purpose of Pathway for Carers is to offer carers of people with a disability or a mental health issue, an opportunity to share walks with other carers and learn more about news, services and support available to carers. This program is ongoing.

Student Space

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

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

Youth Leadership Programs

In 2021/22, Council delivered a Young Women's Leadership program (via Zoom) and two Rainbow Leadership Programs (one via Zoom and one face-to-face). A Young Men's Leadership Program was unfortunately postponed due to lockdown restrictions and participants' preference for face-to-face delivery. The latest round of participants joined the 197 graduates who have completed the programs since 2016.

Active Bystander Training for Sports Clubs

Through our ongoing gender equality work and engagement with local sports clubs, we have heard that club culture is often the biggest barrier, or enabler, for women to participate. We ran free Active Bystander Training sessions with local club members, to give people more confidence in knowing how to take action if they see sexism, discrimination or disrespect at their own clubs. Representatives from nine clubs attended this training session in 2021.

Gender Equity Advisory Committee

The Gender Equity Advisory Committee (GEAC) is made up of community members, councillors, and representatives of community organisations, agencies, and service providers who have a focus on gender equity or women's health and wellbeing. This year, GEAC members gave invaluable feedback to a wide range of Council departments and contributed to providing a gender lens over a number of key Council strategies, such as the *Public Toilet Strategy* and *Active Recreation Opportunities Strategy*. GEAC was a major stakeholder in the development of Council's new Gender Equity Framework, providing valuable input at various stages of the process to strengthen this important document. In support of Council's participation in the 16 Days of Activism Against Gender-Based Violence, members of GEAC reflected on ways they call out gender inequality in their own lives and offered these insights into how they 'Call it out [and] respect women' in Council's social media campaign.

LGBTIQA+ Advisory Committee

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

Environmental Advisory Committee

There are 15 community representatives in the 2020-2022 Environmental Advisory Committee (EAC), including three new casual members who joined this year. The committee continues to meet monthly to discuss a range of topics and issues including water sensitive urban design, litter prevention, waste and recycling, community gardens, education, innovation, circular economy, and environmental impact assessment.

Garden Guides

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

Multicultural Advisory Committee

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

Community Grants

Monash Council funded more than \$2.4 million in community grants to groups and organisations within Monash in 2021/22.

Monash has one of the largest community grants programs in Victoria, and 236 applications were considered in 2021/22.

Council provided cash and in-kind funding (including hall hire or printing) to 183 organisations and services that met the funding criteria. Of these, 88 were annual grants and 119 on multi-year agreements that will be in place until June 2023.

These included 29 Arts and Cultural Projects, 11 Specialist Services organisations, nine Neighbourhood Houses and 77 Positive Ageing groups.

In addition, \$60,000 was allocated for the continuation of the successful Quick Response Grant Program, which provides one-off funding for individual projects throughout the funding year, and \$50,000 for a Community Resilience and Recovery Response Grants Program that will enable Council to directly assist the community's recovery from COVID-19. Funding was provided to 17 successful applicants across both streams for projects that focused on many priority areas of Council's *Health and Wellbeing Plan 2021-2025*.



Calendar Of Events

2021

JULY

- » NAIDOC Week celebrations including community art exhibition at The Track Gallery
- » Sir John Monash Lecture Event at MGA
- » In conversation - Anouska Phizacklea with James Tylor at the Monash Gallery of Art (MGA)
- » Curator floor talk - STAGES: photography through the pandemic at MGA
- » Workshops for children and teens at MGA
- » WordFest 2021

AUGUST

- » Monash's Got Talent*
- » In conversation - Shane Hulbert with artist Phuong Ngo and IRL Infoshop at MGA
- » In Conversation - Helen Frajman and Jane Burton at MGA
- » In conversation - Anouska Phizacklea with Isobel Knowles and Van Sowerwine at MGA

* delivered online due to COVID-19 pandemic



SEPTEMBER

- » Bowness Photography Prize showcasing excellence in photography at the Monash Gallery of Art
- » Zoom author talk: Katherine Kovacic - "The Schoolgirl Strangler" true crime from Melbourne in the 1930s
- » MGA School Holiday Program
- » Biodiversity Blitz
- » Author Talks: Sarah Woodhouse (event for R U OK? Day)
- » Monash Women's Business Network Event – Leadership in Challenging Times with Dr Andi Diamond (EDU Event)

OCTOBER

- » Webinar: Solar Savers info session
- » Introduction to Recycling webinars
- » Monash Seniors Festival
- » Monash Film Festival*
- » Monash Youth Film Festival*
- » Webinar: Powerful by name and nature
- » Webinar: Generating Cashflow (EDU Event)
- » Running Safe Events forums*
- » Community Safety Month forums*



NOVEMBER

- » Webinar: What happens to your recycling
- » Monash Open Gardens
- » Family Fun Day home activity packs
- » Eaton Mall Tree Lighting Event
- » Glen Waverley Library digital exhibition of Headspace Syndal children's artwork about mental health and self-care
- » In conversation - The practice of working with found imagery: Lillian O'Neil, Ponch Hawkes and Patrick Pound at MGA
- » In conversation - Alternative photographic processes: Ali Tahayori and Justine Varga at MGA
- » TOPshots 2020/21 award announcement at MGA
- » Webinar: Maximising your Marketing (EDU Event)

DECEMBER

- » Pinewood Family Festival (EDU Event)
- » 12 Days of Christmas
- » Chinese brush painting demonstration by artist Echo Wu*
- » Sharing Your Garden with Wildlife presentation with Sustainable Gardening Australia and Monash Sustainability team*
- » In conversation - Meredith O'Shea, Ruiqi Qiu, Shea Kirk at MGA
- » MGA Exhibition Launch - Visions of India + Yask Desai: Telia

* delivered online due to COVID-19 pandemic

2022

JANUARY

- » Monash Summer Series
- » School Holiday Program at Monash libraries
- » Recommended face-to-face BabyTimes and Storytimes
- » Glen Waverley Nights (EDU Event)

FEBRUARY

- » Pups on Winbourne (EDU Event)
- » Mini Makers and Creators (EDU Event)
- » Visions of India: from the colonial to the contemporary exhibition at Monash Gallery of Art
- » Webinar: Starting your Small Business (EDU Event)
- » Event Forums*
- » In Conversation - Yask Desai at MGA
- » Free Job-Seeking Assistance events at Clayton Library
- » Lego Club programs across Monash libraries
- » Community Employment Connectors Program at Glen Waverley Library to help disadvantaged jobseekers
- » Pop-up stalls across Monash to talk to residents about changes to bin collection frequency

MARCH

- » Live at Warrawee 2022
- » Family Fun Day movie night
- » Walk 'n' Talk Book Club at Wheelers Hill Library
- » Improve Your Sustainable Life tech session Zoom presentations run by Monash libraries
- » In conversation - MGA Senior Curator Pippa Milne with artist Alana Hunt at MGA
- » MGA workshop: Traditional albumen printing
- » MGA workshop: hand-colouring black-and-white photographs
- » Webinar: Making the most of solar
- » Positive Ageing Support program
- » International Women's Day Lunch with Olivia Carr (EDU Event)
- » Laneway Learnings workshops (EDU Event)
- » Pop-up stalls across Monash to talk to residents about changes to bin collection frequency

APRIL

- » Active Monash Pride Night
- » Develop - MGA's annual showcase of work by emerging photographic artists
- » School Holiday Program at Monash Libraries
- » City Nature Challenge
- » Victor Melder - Sri Lankan New Year cultural event
- » School Holiday Program at MGA
- » MGA Exhibition Launch - Develop and artist talks
- » In conversation - Hoda Afshar and Nikos Papastergiadis at MGA
- » MGA Film Screening - Archipelago + Conversation with filmmaker Giulio Squillacciotti
- » Sew Fantastic program at Clayton and Mount Waverley libraries
- » Social Seniors program building digital knowledge and confidence for people aged over 60
- » Clayton Outdoor Cinema (EDU Event)
- » Taking your Business Online (EDU Event)
- » Detox Your Home

* delivered online due to COVID-19 pandemic



MAY

- » MGA X Artist Photography Auction
- » Monash Active Outdoors Program
- » IDAHOBIT programs across Monash libraries
- » TOPshots 2021/22 Award Announcement at MGA
- » MGA Exhibition Launch - Being a Voice and keynote address
- » MGA Exhibition Launch - Old Ways, New Ways and Speak the Wind

JUNE

- » Oakleigh Chambers 100th birthday exhibition
- » Webinar: Mysterious microbats
- » Webinar: Beautify your nature strip
- » Webinar: An introduction to recycling in Monash
- » Webinar: What happens to your recycling
- » Winter Concert Program
- » EMERGE
- » WordFest: Wisdom in Words
- » Sir John Monash Lecture
- » Monash Active Winter Program
- » Men's Health Week
- » Strategies to Advancing your Business Online (EDU Event)

Council Awards, Grants And Funding

Paintback program

The Monash Recycling and Waste Centre is the top paint collection point in the state, under the popular industry-led program Paintback. Since the program began, it has collected a staggering 1.2 million kilograms for recycling. In 2020/21, 145,629kg of paint delivered to the centre's collection point in Notting Hill was responsibly recycled. We have been a national leader in the take-up of the program. We were the first council in Victoria to sign up for Paintback when it launched in 2016 and have consistently topped the national list for paint collection.

MobileMuster

Monash Council is again the top recycler of mobile phones in Victoria under the popular MobileMuster partnership program. Council earned the Top Recycler Award for Victoria as part of MobileMuster's Local Government Awards 2022. This year's win repeats Council's success in 2020 and 2021. Through community donations, Council contributed 263kg of mobile phone components in the 12 months to April 2022. Council has partnered with MobileMuster since 2008 and has several drop-off locations, including the Civic Centre in Glen Waverley, Oakleigh Service Centre, Monash Recycling and Waste Centre in Notting Hill, and Wheelers Hill, Glen Waverley, Mount Waverley and Clayton libraries.

LGPro Awards for Excellence

In June 2022, the Victorian Energy Collaboration (VECO) was nominated for and won the Sustainability Initiative Category at the 2022 LGPro Awards for Excellence.

Monash was a participant in this initiative and was also a member of the tender evaluation panel which led to the award of the landmark project. The project saw 46 Victorian councils coming together to make the switch to 100 per cent renewable energy, reducing emissions and saving on electricity bills. VECO, led by Darebin Council, was the largest emissions reduction project ever undertaken by local governments in Australia, delivering 100 per cent renewable electricity to all 46 councils, saving 260,000 tonnes of carbon emissions from entering the atmosphere – the same as taking 90,000 cars off the road. This sector-changing initiative provides renewable energy to Council-owned infrastructure, including town halls, sports grounds, community venues, leisure centres and streetlights.

In August 2021, Council's Coordinator Waste Operations, Danielle Prentice, was a finalist in the LGPro Sally Isaac Award 2021, which recognises significant community contribution by a woman under the age of 35.

Premier's Sustainability Awards – Climate Action Community Champion

Brentwood Secondary College was crowned the Climate Action Community Champion at the Premier's Sustainability Awards in November 2021 for its 'Towards Zero Bremissions' initiative aimed at reducing its greenhouse gas emissions (GHG) from 540 tonnes to (net) zero. The activities undertaken contributed to a 35 per cent reduction in GHG emissions to date. Council's Sustainability and Horticulture team supports the college through indigenous plantings, educational materials and sessions, and the Teachers Environment Network. The school's Sustainability Coordinator, Venkata Kalva, was the Sir John Monash Award recipient for Sustainability Leadership in 2018.

Cities Power Partnership Awards

Council was a finalist in the Ambition Award for our Zero Net Carbon Action Plan at the Cities Power Partnerships 2021 Climate Awards. The awards recognise the work of councils paving the way to a carbon-zero future. Darebin Council won the Collaboration Award for the Victorian Energy Collaboration (VECO), of which Monash Council is a participant.

○ Grants and Funding

Here are some of the grants and funding Council received or was awarded in 2021/22:

- » \$10,635 from the Community Climate Change and Energy Action Program Stream 2 for energy efficiency upgrades
- » \$29,200 from the Community Climate Change and Energy Action Program Stream 1 for energy audits at six community facilities
- » \$25,000 from the Destination Charging Across Victoria Program for public electric vehicle charging stations
- » \$37,500 from the EV Charging for Council Fleets Program for Council vehicle transition to electric vehicles
- » \$80,000 from Sustainability Victoria's Recycling Victoria Councils Fund for a Reusable Nappy Feasibility Study, which was led by Monash Council on behalf of 12 metropolitan councils
- » \$20,000 from the Australian Cricket Infrastructure Fund for synthetic cricket wicket renewals at Mayfield and Fregon reserves (\$10,000 each)
- » Money from the Community Cricket Program 2021/22 for Caloola Reserve's multi-purpose cricket net redevelopment (\$100,000) and Princes Highway Reserve's cricket net development (\$100,000)
- » Funding from the Local Sports Infrastructure Fund for:
 - Fregon Reserve sportsground lighting upgrade (\$125,000)
 - Monash Aquatic Strategy Plan (\$30,000)
 - Outdoor fitness equipment at Princes Highway Reserve (\$36,707)
 - Glen Waverley North Reserve Active Rec Hub and outdoor fitness equipment (\$48,356)
 - Outdoor fitness equipment at Davies Reserve (\$84,389)
- » Federal Government election commitments:
 - Mount Waverley Reserve pavilion - \$4 million
 - Jack Edwards Reserve pavilion and grandstand - \$2 million
- » State Government Budget announcements:
 - Jack Edwards Reserve pavilion and grandstand - \$4 million
 - Mount Waverley Reserve pavilion - \$2 million
 - Mulgrave Reserve cricket nets - \$750,000
 - Oakleigh Bowling Club synthetic green - \$200,000
- » \$212,500 from the Department of Jobs, Precincts and Regions to implement a local government whole-of-council approach to prevent family violence and all forms of violence against women
- » \$300,000 from the State Government's 'Building Blocks – Capacity Building' – 2021/22 Integrated Children's Centre Grant Scheme towards the design and planning for the new Scammell Child and Family Hub and the new Dorrington Child and Family Hub
- » \$117,500 from the 2020/21 Living Libraries Infrastructure Program for the Mulgrave Library expanded space
- » \$75,000 Creative Victoria Regional Partnerships operational funding grant for the Monash Gallery of Art
- » \$20,000 Margaret Lawrence Bequest to support education and public engagement programs at the Monash Gallery of Art.





Section TWO

Governance

Councillors

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

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

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

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

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

- Oakleigh
- Glen Waverley
- Mount Waverley
- Mulgrave.

The table below lists Monash councillors who served in 2021/22, their ward and election date.

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



Councillor Code Of Conduct

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

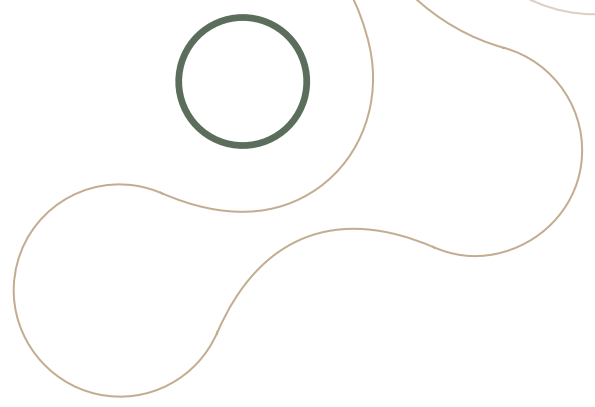
On 23 February 2021, Council adopted a revised councillor Code of Conduct which is designed to:

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

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

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

Conflict Of Interest



Conflict of Interest is governed by sections 126 – 131 of the Local Government Act 2020 (LGA 2020).

At its most basic, a conflict of interest occurs when a councillor or Council officer acts in a self-serving manner, i.e. they put your own interests, or the interests of those who you have a close association with, above their duty as a councillors or Council officer to be impartial.

There are two categories of Conflict of Interest.

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

A councillor or a member of Council staff has a General Conflict of Interest in a matter –

if an impartial, fair-minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty.

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

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

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

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

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

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

Council Meetings

Council holds Scheduled Meetings on the last Tuesday of each month, and residents and ratepayers are welcome to attend these meetings or watch via a livestream (during COVID-imposed restrictions the meetings were only online).

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

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

All Council meetings for 2021/22 were held at the Civic Centre, 293 Springvale Road, Glen Waverley. Due to COVID-19 social distancing requirements, some councillors attended meetings in 2021 and 2022 via video link. The Council meetings were held on:

- » 27 July 2021
- » 31 August 2021
- » 28 September 2021
- » 19 October 2021 (Additional meeting)
- » 26 October 2021
- » 9 November 2021 (Additional meeting – election of mayor and deputy mayor)
- » 30 November 2021
- » 14 December 2021
- » 25 January 2022
- » 22 February 2022
- » 29 March 2022
- » 26 April 2022
- » 31 May 2022
- » 28 June 2022

Councillor attendances at Council meetings

2021/22

Councillor	Scheduled Meetings of Council Attended	Additional Meetings of Council Attended	Total Attendances
Anjalee de Silva	8	2	10
Josh Fergeus	11	2	13
Stuart James	12	2	14
Paul Klisaris	8	1	9
Geoff Lake	12	2	14
Brian Little	12	2	14
Nicky Luo	11	2	13
Shane McCluskey	12	2	14
Rebecca Paterson	8	2	10
Tina Samardzija	12	2	14
Theo Zographos	11	2	13



Councillor Allowances

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

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

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

Councils are currently divided into three categories based on the income and population of each council. Monash Council is a Category 3 Council. The annual allowances for the City of Monash are:

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

Councillor Expenses

Council is required to reimburse councillors for expenses reasonably incurred while performing their duties (section 40 of the Local Government Act 2020).

Councillors are also funded to undertake relevant external training opportunities and memberships of professional bodies, such as the Australian Institute of Company Directors (AICD).

The following table is provided pursuant to Regulation 10(g) of the Local Government (Planning and Reporting) Regulations 2020.

Councillor Expenses 2021/22 Financial Year (all \$ amounts are excluding GST)

Councillor	Travel expenses (\$)	Professional Development expenses (\$)	Other expenses to support the performance of the role (\$)	Total (\$)
Anjalee de Silva	0	0	0	0
Josh Fergeus ¹	40	5,429	0	5,469
Stuart James ²	0	10,905.60	0	10,905.60
Paul Klisaris	0	0	0	0
Geoff Lake	0	550.00	0	550.00
Brian Little	0	1,889.50	0	1,889.50
Nicky Luo ²	0	10,752.51	0	10,752.51
Shane McCluskey	0	2,068.92	0	2,068.92
Rebecca Paterson	0	550.00	0	550.00
Tina Samardzija ²	0	10,958.95	0	10,958.95
Theo Zographos	0	2,060.4	799.32	2,859.72

¹ Includes \$4,870 for Australian Institute of Company Directors course (online)

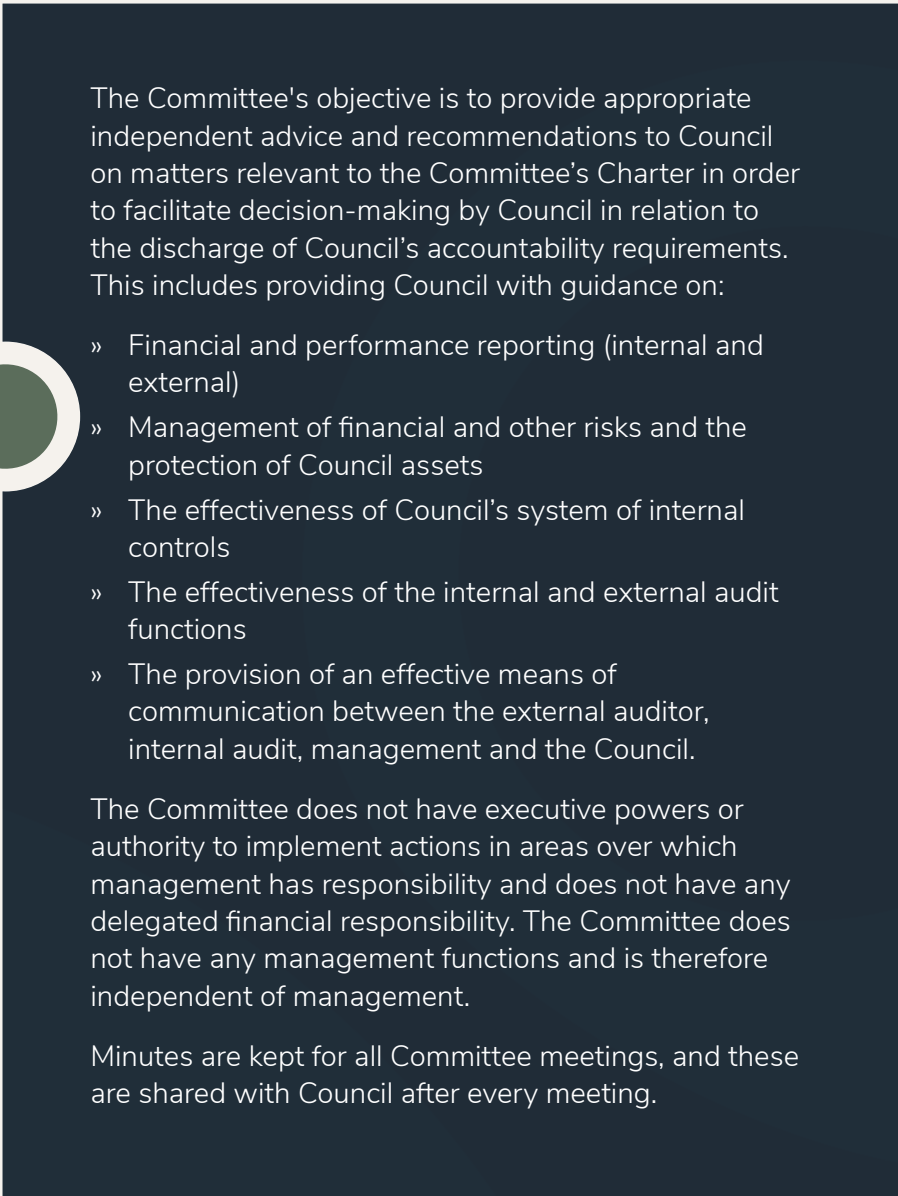
² Includes \$8,168 for Australian Institute of Company Directors course (in person)





Audit and Risk Committee

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



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

- » Financial and performance reporting (internal and external)
- » Management of financial and other risks and the protection of Council assets
- » The effectiveness of Council's system of internal controls
- » The effectiveness of the internal and external audit functions
- » The provision of an effective means of communication between the external auditor, internal audit, management and the Council.

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

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

Membership and Attendance

The Committee consists of five members - two councillors and three independent members. Councillor members are appointed annually and independent members are appointed for three-year terms by Council. Councillor members are usually

appointed in November each year after the mayor has been elected, and this may result in changes to councillor member appointments during the reporting period of Council's Annual Report.

Name	Role	Member since	2021/22 Attendance	
Andrew Dix	Independent member	July 2019	4 rostered	4 attended
Katie Baldwin	(Chair)	July 2017	4 rostered	4 attended
John Watson	Independent member	July 2020	4 rostered	4 attended
Geoff Lake	Independent member	November 2018	4 rostered	3 attended
Tina Samardzija	Councillor	November 2020	4 rostered	4 attended

Stuart James (Mayor), as the alternate councillor member of the committee, attended 2 of the scheduled meetings.

Council's Chief Executive Officer (Andi Diamond), Chief Financial Officer (Danny Wain), Manager Corporate Performance (Kate Heissenbuttel) and the Internal Audit Service Provider attend all meetings by invitation of the Committee. The External Auditor also attends all meetings.

Remuneration

For the year ended 30 June 2022 the remuneration to the independent members for their role in the Audit and Risk Committee were as follows:

Name	
Andrew Dix	\$10,486
Katie Baldwin	\$8,389
John Watson	\$8,389

Meetings with Auditors

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

Annual Work Plan

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

○ Key Activities

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

Financial and Performance Reporting

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

Risk Management

- » Consideration of regular reports on Council's risk profile and risk management activity, including Council's response to the COVID-19 challenges and the impact of the virus on Council's finances
- » Oversight of the monitoring activity of high-risk areas by Council
- » Oversight of management responses to business continuity planning and testing activities
- » Oversight of management activity related to compliance management
- » Oversight of management's work done to mitigate and prevent fraudulent and corrupt behaviour in the organisation.

Internal Control Environment

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

Internal and External Audit

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

Facilitation of Communication Between Audit Functions and Management

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

Other key activities included:

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

The Committee provided bi-annual reports to the Chief Executive Officer which summarised the activities of the Committee and provided any findings and recommendations in relation to the functions of the Committee. The July to December 2021 report was tabled by the Chief Executive Officer at the January 2022 Council meeting. The January to June 2022 report was tabled by the Chief Executive Officer at the July 2022 Council meeting.

○ Internal Audit Activity

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

- » Local Government Act 2020 Implementation
- » HR Management
- » Contract Management - Infrastructure
- » Strategic Asset Management
- » Privacy and Data Protection
- » Various Financial Controls - Assets (non-infrastructure), Procurement below threshold
- » Risk Management

The Committee ensures a close alignment of the internal audit plan with Council's strategic risk profile.

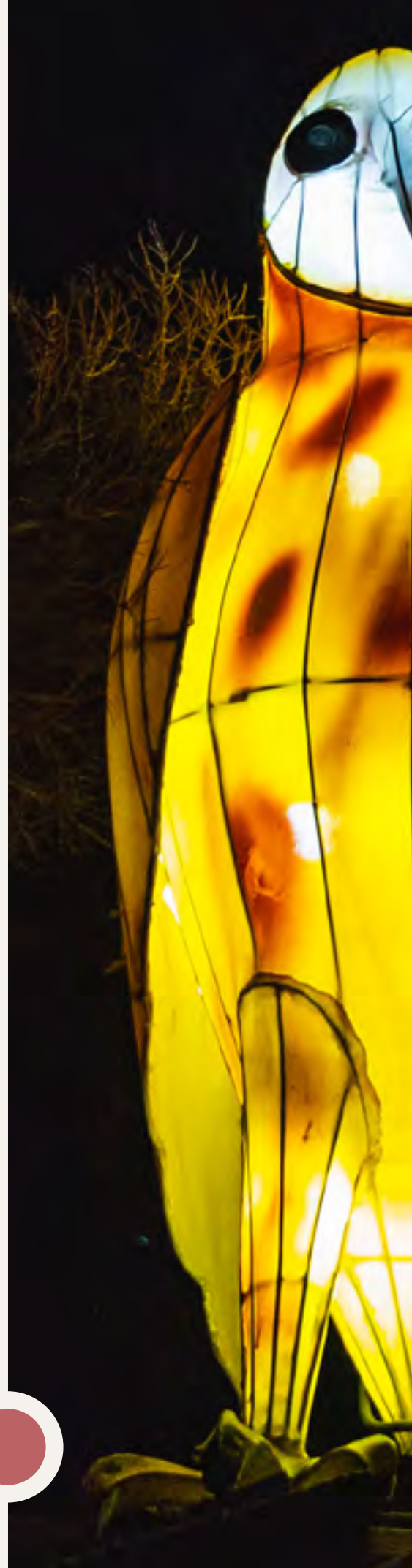
Council continues to retain a strong focus on the completion of actions reported through audit activity.

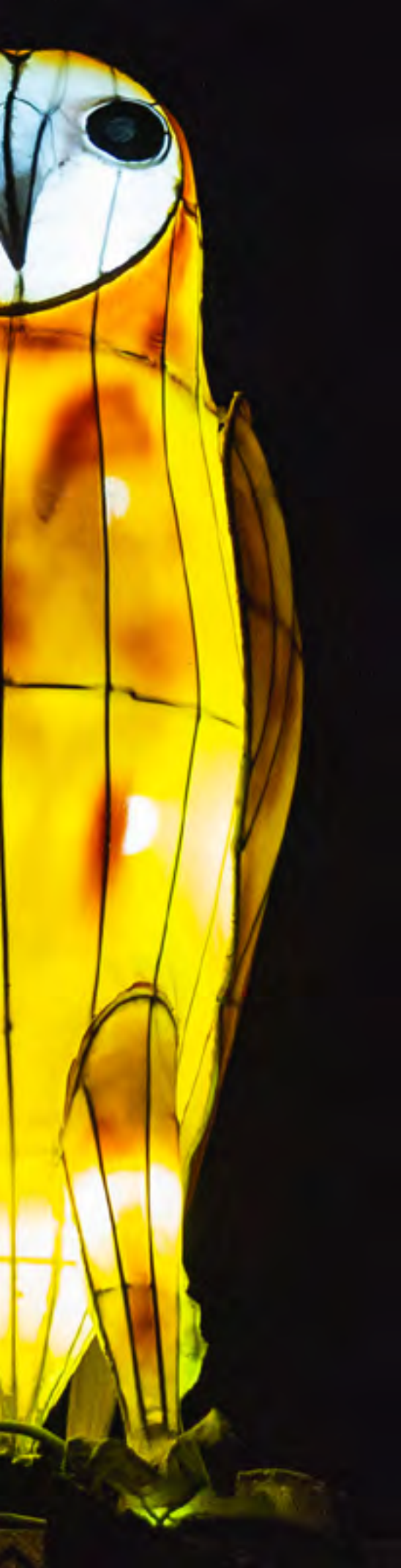
○ Internal Audit Service Provider

Council's internal auditor service provider, Crowe, is in its last year of a three-year contract which began on 1 July 2019. They have undertaken a number of internal audit reviews in accordance with the three-year internal audit plan endorsed by the Committee and adopted by Council on 25 February 2020. An extension of the internal audit services contract was executed for a further 12 months to 30 June 2023.

○ External Audit

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





Risk Management and Insurance

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

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

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

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

Council has in place an insurance program designed to transfer the risk of financial losses. Our major insurable risks include assets, motor vehicles, cyber, public and professional liabilities. JLT Public Sector (a subsidiary of the Marsh and McLennan Companies) are the appointed risk advisors. Natural disasters and the COVID-19 pandemic continue to impact insurance capacity and premium increases. Fortunately, the mutual schemes offered by MAV Insurance for Public Liability and Professional Indemnity and the Asset Protection Plan offered by Jardine Mutual provide insurance coverage suitable for the local government sector with appropriate insurance limits and deductibles for Council. Tree-related claims and trips and falls are the most common claims made and received and are managed by our various insurers and claims management providers.

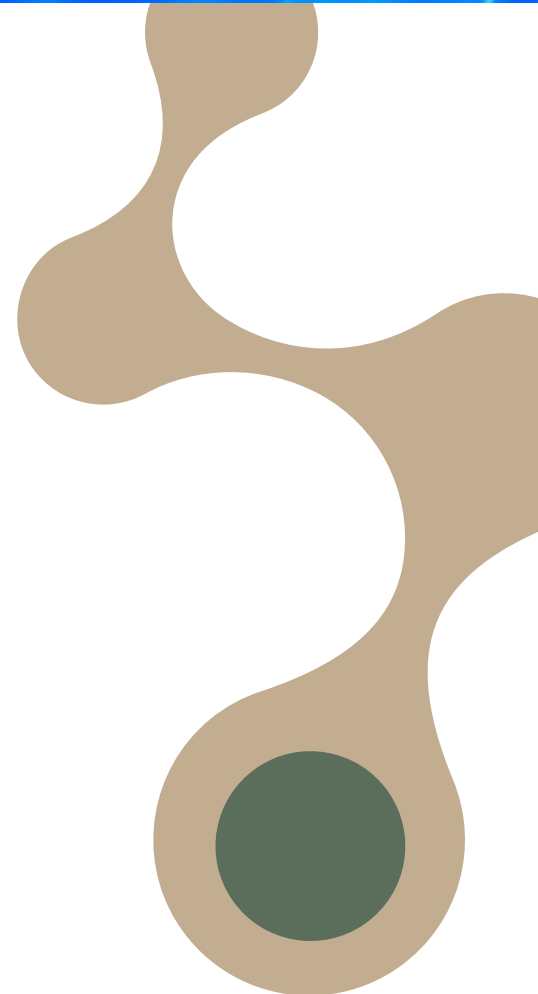
Asset Management

Council has an extensive portfolio of assets, which is valued at \$3.33 billion. This includes:

- » \$2.37 billion of Council-owned land and \$975 million of assets at current valuation with a current replacement cost of \$1.8 billion
- » 408 buildings ranging from neighbourhood houses to community centres, sporting pavilions and the Civic Centre
- » 1,302 kilometres of underground pipes and 46,020 stormwater pits
- » 153 playgrounds within reserves and 42 associated with Council-owned preschools and community facilities
- » 70 sports grounds
- » 990 public lights over Council sporting grounds, reserves and car parks, and Council is responsible for 10,300 streetlights on local roads and 3,600 shared responsibility streetlights on main roads
- » A pedestrian network of 1,464 kilometres of on-road pathways and 105 kilometres of off-road pathways
- » A road network of 788 kilometres of sealed local roads and 20 kilometres of right of ways
- » 651 structures including 578 retaining walls, 64 bridges, jetties and boardwalks, and 73 free-standing walls
- » 193 off-street car parks and Council plant and fleet comprising of 246 registered vehicles.

Projects completed in 2021/22 that support the delivery of the Asset Management Policy include:

- » Adoption of Council's 10-year Asset Plan in accordance with the *Local Government Act 2020*.
- » Published a new Register of Public Roads and Register of Pathways.
- » Upgrades to Council's Asset Management Information System including:
 - › Data cleansing and mapping of golf, sports and bushland assets
 - › Configured business process changes and mobile computing for golf, sports and bushland maintenance activities





Business Technology

In 2021/22, Business Technology (BT) continued delivering technology projects benefiting Monash staff and residents. Our support model has remained flexible to provide on-site and working-from-home opportunities, especially during COVID-19 lockdowns.

Achievements for the year

- » Implemented additional Cyber Security measures to ensure perimeter security
- » Deployed hardware and software to support remote and mobile work practices
- » Upgraded application and software versions of Tier 1 applications Pathway, HP Trim, GoldCare and Aurion, to name a few
- » Rolled out software and mobility devices that allowed staff to work effectively in the field.

BT supports 1400 users and 3000 devices, including desktops, laptops, iPads and iPhones. The department strives to consistently provide outstanding customer support for staff on-site or working remotely.

Governance and Management Checklist

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

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

Governance and Management Items	Assessment
GC1 Community engagement policy (Policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	COMPLIES Date of adoption: 25 August 2020 The requirement date of adoption under the Act: 1 March 2021
GC2 Community engagement guidelines (Guidelines to assist staff to determine when and how to engage with the community)	COMPLIES Date of commencement: 1 March 2022
GC3 Financial Plan (Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	COMPLIES Date of adoption: 26 October 2021 Requirement date of adoption under the Act: 31 October 2021
GC4 Asset Plan (Plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	COMPLIES Date of adoption: 26 October 2021 Requirement date of adoption under the Act: 30 June 2022
GC5 Revenue and Rating Plan (Plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	COMPLIES Date of adoption: 29 June 2021 Requirement date of adoption under the Act: 30 June 2021
GC6 Annual Budget (Plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	COMPLIES Date of adoption: 28 June 2022 Requirement date of adoption under the Act: 30 June 2022

Governance and Management Items		Assessment
GC7 Risk policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	COMPLIES Date of commencement of current policy: 25 February 2020	
GC8 Fraud policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)	COMPLIES Date of operation of current policy: 14 July 2021	
GC9 Municipal emergency management plan (Plan under section 60ADB of the Emergency Management Act 2013 for emergency mitigation, response and recovery)	COMPLIES Date of commencement of current plan: 6 May 2020	
GC10 Procurement policy (Policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	COMPLIES Date of adoption: 27 July 2021	
GC11 Business continuity plan (Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	COMPLIES Date of commencement of current plan: 10 June 2022	
GC12 Disaster recovery plan (Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	COMPLIES Date of commencement of current plan: 9 February 2021	
GC13 Risk management framework (Framework outlining Council's approach to managing risks to the Council's operations)	COMPLIES Date of commencement of current framework: 25 February 2020	
GC14 Audit and Risk Committee (Advisory committee of Council under sections 53 and 54 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	COMPLIES Date of establishment: 8 November 1995	
GC15 Internal audit (Independent accounting professionals engaged by the Council to provide analysis and recommendations aimed at improving Council's governance, risk and management controls)	COMPLIES Date of engagement of current provider: 1 July 2019	
GC16 Performance reporting framework (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Local Government Act 2020)	COMPLIES Date of operation of current framework: 31 October 2019	

Governance and Management Items	Assessment
<p>GC17 Council Plan report (Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)</p>	<p>COMPLIES Date of reports for this reporting period: 25 October 2021, 4 February 2022, 17 May 2022 and 15 August 2022</p>
<p>GC18 Financial reporting (Quarterly statements to the Council under section 97(1) of the Local Government Act 2020, comparing actual and budgeted results and an explanation of any material variations)</p>	<p>COMPLIES Date of statements presented for this reporting period: 30 November 2021, 22 February 2022, 24 May 2022 and 27 September 2022 (annual financials)</p>
<p>GC19 Risk report (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>COMPLIES Date of reports for this reporting period: 27 August 2021, 7 October 2021, 2 December 2021, 3 February 2022, 7 April 2022 and 2 June 2022</p>
<p>GC20 Performance reports (Six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)</p>	<p>COMPLIES Date of reports for this reporting period: 27 May 2022 and 27 September 2022 (annual report)</p>
<p>GC21 Annual report (Annual report under sections 98, 99 and 100 of the Local Government Act 2020 containing a report of operations and audited financial and performance statements)</p>	<p>COMPLIES Date of council endorsement: 30 November 2021</p>
<p>GC22 Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by councillors and other matters)</p>	<p>COMPLIES Date of last review and adopted: 23 February 2021</p>
<p>GC23 Delegations (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)</p>	<p>COMPLIES Date of review under section 11(7): 28 September 2021</p>
<p>GC24 Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)</p>	<p>COMPLIES Date current governance rules adopted: 19 October 2021</p>

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



Dr Andi Diamond
Chief Executive Officer
Dated: 12 October 2022



Cr Stuart James
Mayor
Dated: 12 October 2022



Public Transparency

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

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

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

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

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

Tenders, Contracts and Procurement

**In 2021/22,
Council publicly
advertised 42
tenders and
ran 54 invited
quotations
and tenders in
accordance with
its Procurement
Policy.**

A number of significant and complex Procurement projects were also undertaken during this time including tenders for a Residual Waste Processing Service, Business Continuity Systems and Support, and Glen Waverley Sports Hub Design and Construction.

Collaboration

Members of Council's Strategic Procurement department also collaborated closely with other Eastern Region councils to review its Procurement Policy to optimise policy alignment to simplify the processes for suppliers tendering for regional business.

Council also acted as the lead tendering agent for the provision of consultancy services for the Eastern Transport Coalition consisting of seven eastern metropolitan councils (City of Greater Dandenong, City of Knox, City of Manningham, City of Maroondah, City of Monash, City of Whitehorse and Shire of Yarra Ranges).

Procurement Compliance with Policy

All but one contract entered into by Council during the 2021/22 financial year was compliant with Council's Procurement Policy.

In 2012, Council entered into a compliant contract with Campana Systems Pty Ltd for the provision of Home and Community Care Software (contract number 2012060) with an expiry date of 30 September 2018.

On a number of occasions since the original expiry of this contract, the Federal Government has announced funding extensions for the Commonwealth Home Support Programme (CHSP), with the most recent announcement for a further funding extension from 1 July 2022 to 30 June 2023. To ensure service continuity, Council agreed to continue to provide CHSP services to 30 June 2023 under the same contract with Campana. The cumulative spend under this contract has now exceeded Council's tender threshold of \$250,000. Council is planning a new tender process for future provision of this service.



Domestic Animal Management Plan

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

In May 2021, pre-draft consultation was conducted via Council's Shape Monash platform to help inform the development of the 2021-2025 DAM Plan.

The community survey sought feedback on a range of issues, including access to open spaces, animal registration and nuisance cats, with 177 residents providing feedback and 186 responses submitted.

The survey feedback included:

- » Education to be provided in a number of languages with this to be provided in hard copy and online
- » Requests for fenced 'off-leash' areas including those to separate smaller and larger dogs
- » Education around dog poo (enforcement and more dog poo bags)
- » Encouraging animal adoption
- » Nuisance animals – both dogs barking and cats trespassing.

Further consultation on the draft plan occurred in August 2021 and Council also wrote to animal stakeholders including environmental 'friends' groups, local veterinarians, Domestic Animal Businesses, the RSPCA and sports clubs. A total of 36 submissions were received.

The feedback on the draft plan confirmed there is ongoing community support for dedicated exercise areas/dog parks but also increasing pressure on preventing dogs' access to some open spaces.

The 2021-2025 DAM Plan was adopted in October 2021. As part of the plan, a review of off-leash areas has been undertaken and a draft Dog Off-Leash Policy has been developed. This work has been informed by industry best practice and off-leash area key design principles. The review and draft policy have been released for public exhibition and community consultation until September 2022. Other actions in the first year of the plan include:

- » Participation of Community Laws Officers in training designed to help them identify and respond to instances of domestic and family violence
- » Review of Pound Services, with a new contract to deliver these services on behalf of Council awarded to the RSPCA following a competitive tender process
- » An officer commencing the Certificate IV in Animal Management and Control in line with a commitment to training and development
- » Applying for grant funding to deliver a project aimed at providing low-cost desexing for cats.

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 2021/22, no ministerial directions were received by Council.

Freedom of Information

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

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

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

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

Requests for documents in the possession of Council should be addressed to the Freedom of Information Officer.

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

Further details of Freedom of Information are available on Council's website at www.monash.vic.gov.au

Fraud and Corruption Control

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

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

During 2021/22, an online fraud and corruption awareness training module was rolled out as mandatory training for all staff across the organisation.

The training was designed to help staff:

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

By the end of July 2021, over 760 staff across the organisation had completed the training. Further face-to-face training was provided to 57 non-office-based staff.

The Fraud and Corruption Prevention Steering Committee has met during the year to share work done across the organisation on fraud control effectiveness, work done in the People and Safety space, and updates on the relevant policy.

Public Interest Disclosures

In 2012, the Protected Disclosures Act 2012 was created. The legislation was amended in 2019 and renamed the Public Interest Disclosures Act 2012.

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

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

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

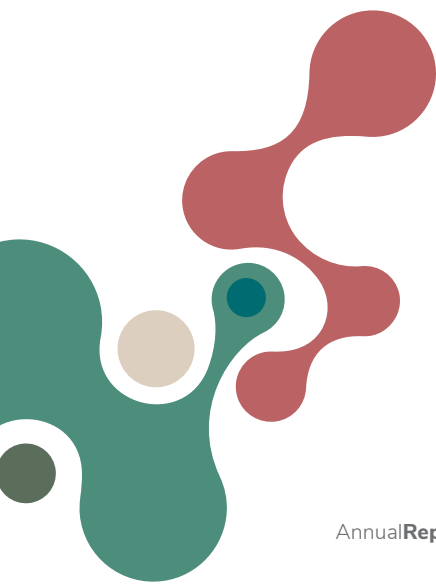


Council recognises the value of transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health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

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

Copies of Council's Protected Disclosures Policy and Procedures are available on request at Council's Civic Centre and on Council's website at www.monash.vic.gov.au

In 2021/22, Council received 0 (zero) disclosures under the Public Interest Disclosures Act 2012.





Road Management Act Ministerial Direction

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

No such ministerial directions were received by Council in the 2021/22 year.

Privacy

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

Further detail is available in Council's Privacy Policy, which is available on its website, or by contacting Council's Privacy Officer via [✉ legal@monash.vic.gov.au](mailto:legal@monash.vic.gov.au)

Local Laws

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



Sealing of Documents
Local Law No.2

The purposes of this Local Law are to:

- » Provide how the common seal of Council may be used
- » Provide who may authorise the use of the common seal
- » Delegate the power to authorise the use of the common seal
- » Prescribe who may witness the affixing of the common seal
- » Provide for the more efficient transaction of Council business
- » Provide for the peace, order and good government of the municipal district of Council
- » Provide for the administration of Council powers and functions.

Community Amenity
Local Law No.3

The objectives of this Local Law are to:

- » Provide for the peace, order and good government of the municipal district
- » Promote a physical and social environment free from hazards to health, in which the residents of the municipal district can enjoy a quality of life that meets the general expectations of the community
- » To prevent and suppress nuisances that may adversely affect the enjoyment of life within the municipal district or the health, safety and welfare of persons within the municipal district.

And to achieve these objectives by:

- » Regulating and controlling activities of people within the municipal district that may be dangerous, unsafe or detrimental to the quality of life of other people in, or the environment of, the municipal district
- » Providing standards and conditions for specified activities to protect the safety and the welfare of people within, and the environment of, the municipal district.

Smoke Free Areas
Local Law 2021

The objectives of this Local Law are to:

- » Provide for the peace, order and good government of the Municipal District
- » Promote the social sustainability of the Municipal District
- » Promote the health and wellbeing of residents and ratepayers in, and visitors to, its Municipal District
- » Provide mechanisms for Council to declare parts of the Municipal District as smoke-free
- » Revoke Council's Local Law No. 4 – Prohibition on Smoking, which commenced operation on 1 October 2011.

And to achieve these objectives by:

- › Deeming some smoke-free areas and setting out the process for prescribing other smoke-free areas
- › Prohibiting the use of Tobacco Products and E-Cigarettes in smoke-free areas.







Section THREE

Our Council

Monash Profile

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

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

We have a population of 193,051 and are one of the most culturally diverse cities in Australia with 50 per cent of our residents born overseas, well above the Greater Melbourne average. Our largest migrant population comes from China, India, Sri Lanka and Malaysia.

Half of our residents speak a language other than English at home and 35 per cent of residents have a university qualification.

We are Victoria's largest employment destination outside of the CBD with more than 143,000 jobs offered by the 22,189 businesses operating in Monash. A number of large institutions and businesses operate in our City including Monash Health, Monash University, Holmesglen TAFE, Adidas Australia, Bosch Australia, PPG Industries, Dulux Australia, Pfizer, Bristol-Myers Squibb and William Adams CAT. Our largest industry groups are health care and social assistance.

Although we experienced a pandemic-related drop in population in 2021, it is expected to increase again as overseas students return.

Monash is known as the 'garden city' due to our well-loved parks and reserves and Council is committed to preserving this character within our city.



History of Monash

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

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

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

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

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

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

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

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

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

In June 2022, Council celebrated the 100th birthday of the building that was originally opened in 1921 as the Oakleigh Borough Council Chambers.


The building, at 1A Atherton Road Oakleigh, was then called the Oakleigh City Council Chambers from 1927 until 1994, and then renamed the Monash Seminar and Training Centre after the amalgamation of the City of Oakleigh and the City of Waverley created the Monash City Council in 1994.

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



Council Offices

Monash Civic Centre

 293 Springvale Road, Glen Waverley, 3150

 8.30am-5pm, Monday - Friday*

Oakleigh Service Centre

 3 Atherton Road, Oakleigh, 3166

 8.30am-5pm Monday - Friday*

 9518 3555

National Relay Service (Hearing Impaired):  1800 555 660

 www.monash.vic.gov.au

 Postal address: PO Box 1, Glen Waverley VIC 3150

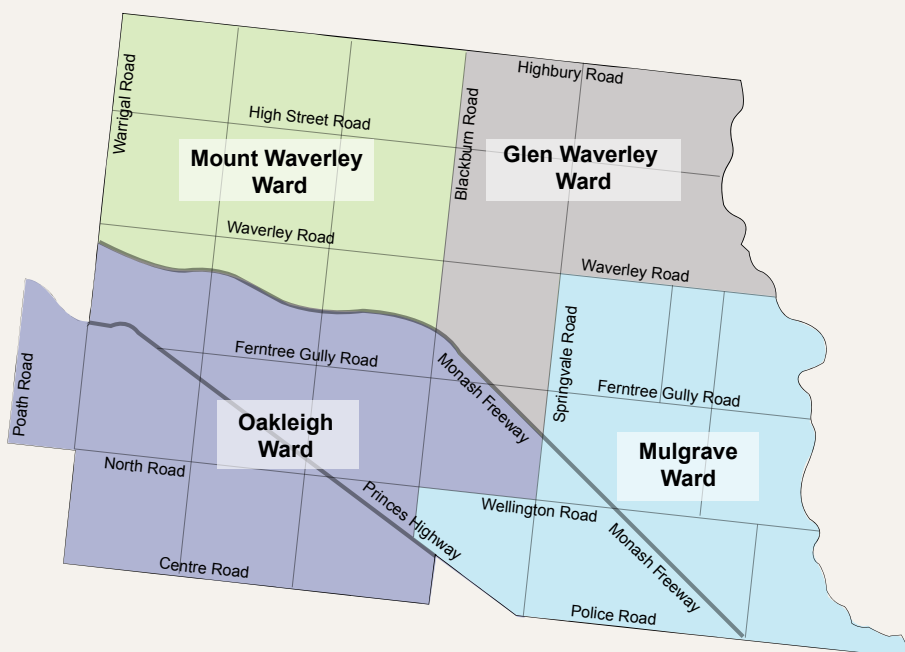
**Operating hours varied slightly in 2021/22 due to COVID-19*

Councillors

The Monash community elects 11 councillors to plan for the long-term future of the City and to represent their views. The current councillors were elected in October 2020 for a four-year term.

Monash is divided into four wards – Mount Waverley, Glen Waverley, Oakleigh and Mulgrave.

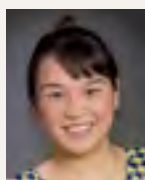
Two councillors represent Glen Waverley ward, while there are three councillors in each of the other three wards, Mount Waverley, Mulgrave and Oakleigh. Each year, the councillors vote for a mayor and deputy mayor for the following 12 months. In November 2021, Cr Stuart James was elected Mayor and Cr Tina Samardzija was elected Deputy Mayor.



Glen Waverley Ward



Cr Geoff
Lake



Cr Nicky
Luo

Mount Waverley Ward



Cr Anjalee
de Silva



Cr Brian
Little



Cr Rebecca
Paterson

Mulgrave Ward



Cr Paul
Klisaris



Cr Shane
McCluskey



Cr Tina
Samardzija
Deputy Mayor

Oakleigh Ward



Cr Josh
Fergeus



Cr Stuart
James
Mayor



Cr Theo
Zographos

Organisation Structure

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

The Executive Leadership Team works across Council to provide services to our community and to ensure we achieve the strategic objectives outlined in the Council Plan. Here is our Executive Leadership Team, as at 30 June 2022:

- » **Chief Executive Officer** Dr Andi Diamond
- » **Director City Development** Peter Panagakos
- » **Director Community Services** Russell Hopkins
- » **Director Infrastructure and Environment** Deb Cailles
- » **Chief Operating Officer (COO)** Jarrod Doake
- » **Chief Financial Officer (CFO)** Danny Wain
- » **Executive Manager People and Culture** Leanne Wiebenga
- » **Executive Manager Communications** Jo Robertson



Chief Executive Officer
Dr Andi Diamond



Chief Operating Officer
Jarrod Doake



Chief Financial Officer
Danny Wain



Executive Manager Communications
Jo Robertson



Executive Manager People and Culture
Leanne Wiebenga

Director City Development
Peter Panagakos



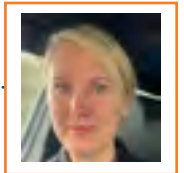
To further develop the City's environment through effective strategic city, environmental and social planning, building control and municipal regulation.

Director Community Services*
Russell Hopkins**



To provide a wide range of customer-focused services which are relevant, of high quality and accessible to all residents of Monash.

Director Infrastructure and Environment
Deb Cailles^{1 2}

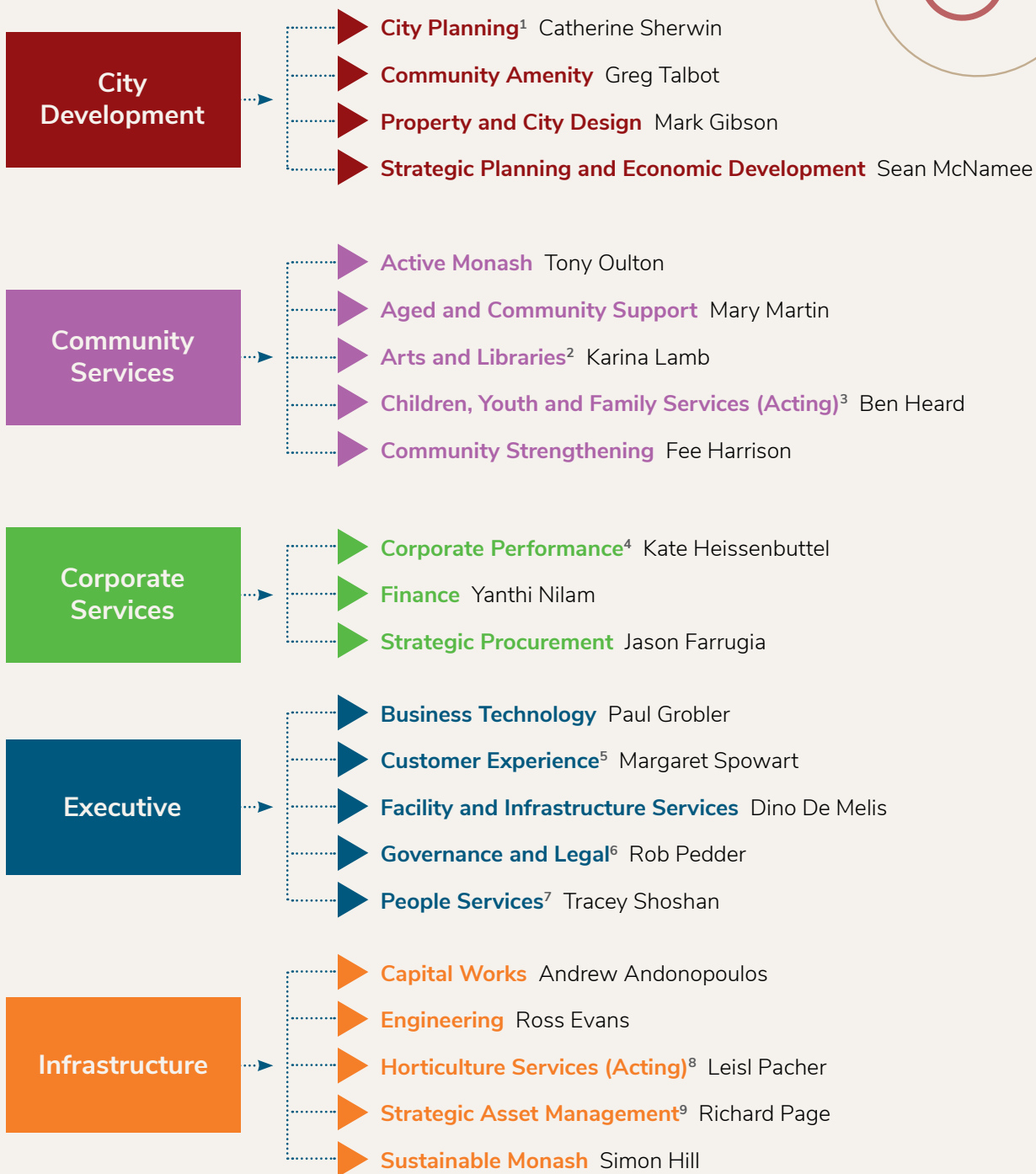


To efficiently provide and maintain City infrastructure and facilities to meet operating performance standards set by other divisions.

¹ Director Infrastructure and Environment Ossie Martinz resigned and finished his role in July 2021.

² Deb Cailles started in July 2021.

Monash Council Managers



1 Natasha Swan resigned from the position of Manager City Planning in December 2021. Catherine Sherwin started in this role in January 2022.

2 Arts and Culture merged with Libraries, and Karina Lamb started this newly created role in July 2021.

3 Manager Children, Youth and Family Services Chris Thompson resigned in June 2022. Ben Heard acting in this role from June 2022.

4 Ross Goeman resigned from the position Manager Corporate Performance in December 2021. Kate Heissenbuttel started in this role in March 2022.

5 Margaret Spowart was acting in this role from April 2021 and became the permanent Manager in July 2021.

6 Rob Pedder was acting in this role from April 2021 and became the permanent Manager in July 2021.

7 Grant Lapan-Walker resigned in June 2021. Tracey Shoshan started in this role in August 2021.

8 Lucas Skelton resigned in April 2022. Leisl Pacher acting in this role from April 2022.

9 Lauren Day was acting in the role until June 2022. Richard Page started in this role in June 2022.



Council Staff

The following is a summary of the number of full-time equivalent (FTE) employees categorised by employment and gender, as at 30 June 2022.

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

Band	Women FTE	Men FTE	Persons of self-described gender	Total FTE
Band 1	1.1	1.2		2.3
Band 2	6.3	3.0		9.3
Band 3	72.0	81.1		153.1
Band 4	77.5	50.4		127.9
Band 5	66.7	40.3	0.3	107.3
Band 6	77.3	39.2	1.0	117.5
Band 7	67.2	24.6	1.0	92.8
Band 8	20.2	31.0		51.2
Band Not Applicable	25.7	32.0		57.7
TOTAL	414.0	302.8	2.3	719.1

Below is a summary of the number of full-time equivalent (FTE) employees by organisational structure, employment type and gender, as at 30 June 2022.

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

	Executive (includes People and Culture, Communications and Chief Operations Office)	Corporate Services	Infrastructure and Environment	City Development	Community Services	Total
Permanent FT- Men	55.0	6.0	131.0	37.0	26.0	255.0
Permanent FT - Persons of self-described gender				1.0		1.0
Permanent FT - Women	46.0	23.0	42.0	38.0	92.0	241.0
Temporary FT- Men	14.0	1.0	5.0	4.0	1.0	25.0
Temporary FT - Persons of self-described gender					1.0	1.0
Temporary FT - Women	8.8	3.0	3.0	3.0	7.0	24.8
Permanent PT – Men	2.8		1.4	1.4	15.1	20.7
Permanent PT – Persons of self-described gender					0.3	0.3
Permanent PT - Women	10.3	4.0	4.5	5.4	112.9	137.1
Temporary PT – Men					2.2	2.2
Temporary PT – Women	1.2	0.8	1.3	0.5	7.3	11.1
Total	138.1	37.8	188.2	90.3	264.8	719.2

Equal Opportunity

Monash Council is committed to strengthening our culture of diversity, inclusion and equity, and creating a workplace where everyone feels safe and can bring their authentic, true self to work. It is also important for us to continue to strive to have a workforce that represents our community.

Our learning and organisational development priorities, as well as our policies, procedures and practices, support the achievement of our cultural aspirations. Our existing workforce Grievance Framework is periodically reviewed and continues to evolve so we can ensure employees have an avenue to safely raise matters of concern, which also allows us to act swiftly. We spent some time looking at ways to strengthen psychological safety to support a speak-up culture.

Our recruitment practices were reviewed with an aim to mitigate unconscious bias. A new approach to talent acquisition, including attraction strategies, was introduced. This was supported by education and learning sessions to reinforce the importance of equal opportunity. The updated policy includes methods to broaden our talent pools, particularly for those who may be disadvantaged, including the LGBTIQ+ community.

We have delivered an increased number of learning module options that target diverse and inclusive practices. The modules are being internally promoted in conjunction with workshops and speakers that focus on creating equity for all people, including LGBTIQ+ and First Nations people, and women.

The internal Gender Equity Steering Committee is represented by a cross-section of diverse employees at differing levels who met regularly across the year in support of championing change and consulting on key issues. Chaired by the Chief Executive Officer, the committee also contributes to the development of sustainable actions and helps to embed gender equity across the organisation.

In alignment with the *Gender Equity Act 2020*, Council undertook a Workforce Gender Audit (WGA) and developed a Gender Equality Action Plan (GEAP). The GEAP outlines our key focus areas and priority actions to ensure we achieve our equal opportunity goals as well as our equality aspirations. The GEAP coexists and complements the *Council Plan*, our internal Strategic Workforce Plan and our community-facing GE Framework, and the *Monash Health and Wellbeing Plan 2021-2025*. The GEAP was endorsed for compliance by the Gender Equality Commission of Victoria and will be used to support the development of divisional action plans.

Over 2021/22, Council undertook over 25 gender impact assessments across the areas of Animal Management, Libraries, Procurement, and Community Safety. This has served not only to ensure we have a gender lens across our programs, services and policies, but has built internal capacity and understanding of gender equity.

Learning and Development

Learning and organisational development priorities focused on reinforcing our commitment to a culture of learning. We delivered a wide range of learning options to align with relevant capability and skill requirements to ensure all employees succeed in their roles and can reach their full potential.

It was key to offer diverse learning approaches, including online platforms, during working from home conditions due to the pandemic. The Performance Planning and Development process 'Performance Conversations' enabled the linkage of development plans to key strategic priorities, as well as identifying key learning objectives operationally. The conversations were led by People Leaders across the organisation.

A key outcome for the reporting year included the conversion of the face-to-face induction program to an online offering for new starters. Key objectives of this new initiative included improving the employee experience, connectivity and engagement. Face-to-face induction offerings continued to be delivered where possible to complement the new online approach. Face-to-face offerings also support new employee preferences as well as delivering hybrid solutions to accommodate the diverse approaches to the way we work and relevant workforce cohorts.

A series of online educational and informational workshops were delivered across the year for all employees, including a Guest Speaker Series that was incorporated into the program. The aim of the sessions focused on building

resilience, enhancing connectivity during pandemic conditions, and delivering critical information relating to COVID-19 and broader organisational key communications.

We continued to focus on enhancing our culture of diversity, inclusion and equity and the importance of our People Leaders demonstrating inclusive leadership traits day to day. The behavioural development focus areas included uplifting specific behavioural traits (courage and curiosity). Workshops targeted building leader capability to ask better questions, building connections and engendering trust. Giving and receiving feedback also featured as a development focus and was incorporated into the leadership development priorities. Tailored plans were also delivered based on individual leadership development needs.

A continuous improvement project enabled technological and system efficiencies to our learning, development and performance platforms, including a comprehensive review of the online learning offerings (content) to target and align learning requirements with organisational priorities.





Occupational Health and Safety

To recognise the importance of psychological health, the OHS team underwent an important name change to the 'Safety and Wellbeing' team.

The name change enables a better understanding of the role safety plays in both physical and psychological wellbeing and the promotion of strategies that support both intertwined factors.

A priority focus was the development and roll-out of key Safety and Wellbeing policies and procedures. Documents relating to risk mitigation and injury/illness management were developed in consultation with OHS committees before being endorsed by the Executive Leadership Team and socialised across the organisation.

The Safety and Wellbeing team focused on the importance of near-miss reporting by engaging with People Leaders and employees to create awareness on the value of reporting near misses, developing Toolbox Talks and promotional posters for display across the organisation.

As an integral part of the Incident Control Group, the Safety and Wellbeing team focused on COVID-19 pandemic order compliance including risk management, vaccination policy development and the ongoing management of a vaccinated workforce.

Contractor safety management was prioritised with the utilisation of the RAPID online contractor management system to approve numerous contractors to work for Monash and other councils within the RAPID amalgamation group. Contractor safety inductions and COVID-19 vaccination management were key focus areas for compliance.

Wellbeing

Monash Council is committed to creating a culture of wellbeing and safety, underpinned by our commitment to diversity, equity and inclusion.

Council's workforce 2020-2023 *Mental Health and Wellbeing Plan* was developed in consultation with external subject matter experts and is aimed at providing fit-for-purpose support for employees and their families, in and outside of the workplace. The evidence-based framework outlines strategies that promote workplace wellbeing, build organisational and personal resilience, reduce stigma and promote help-seeking behaviours.

The following key principles support our commitment and key priorities:

- » Promote good mental health and wellbeing through focusing on positive aspects of work, a focus on strengths, modelling positive leadership practices, ensuring work is meaningful, and building a positive, healthy and inclusive culture.
- » Protect employees from harm by reducing work-related wellbeing risks, develop and implement strategies to cope with stress, and support employees who are experiencing mental health concerns
- » Support employees who are unwell through an increasing understanding and education of mental health and mental illness, encouraging early conversations, early help-seeking, and reducing stigma.

Guided by the principles, a range of offerings were delivered across the year, which also built on previous actions from the plan's implementation in 2020 and broader learning and organisational development linkages, including:

- » The roll-out of weekly "Wellness Wednesday" messaging providing education and information to help employees cope with COVID-19 pandemic challenges
- » The delivery of a six-week program "Working Towards Wellbeing" that utilised tools, online apps and external subject matter expertise to present webinars on key mental health and wellbeing topics
- » Adoption and roll-out of the Beyond Blue Mental Health Toolbox Talk program to help reduce stigma and promote supportive conversations around mental health, and where and how to get support
- » Delivery of a program of work to promote R U OK? Day, including the promotion of an online activity hosted by the Executive Leadership Team to reinforce messaging for key resources to help those in need. The session also focused on employee connectivity and engagement
- » Participation on the Health and Wellbeing Committee and promotion of its activities across the organisation focusing on key wellbeing factors such as physical fitness, nutrition and mental health supports.





Section FOUR

Our Performance

Integrated Strategic Planning And Reporting Framework

Council takes an integrated approach to planning, resourcing services and reporting on its performance.

There is an alignment of plans so Council can work towards long-term goals through its ongoing decision-making, operations and budget allocation.

The Council Plan provides key directions and principles to achieve over four years and the Annual Budget focuses on major and other initiatives in the short term (annually).

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

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



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

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

Council Plan

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

It must reflect the ambitions and philosophy of the elected Council, within the broader context of the municipality and Monash Council. Essentially, the Council Plan is a four-year plan that sets out our strategic direction and focus for what we aim to achieve during the Council term. The current *Council Plan 2021-2025* for the City of Monash was adopted in October 2021.

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

Council Plan summary of strategic objectives and strategies

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

The *Council Plan 2021-2025* evolved from feedback received through community engagement and the Imagine Monash in 2040 process. The consultation process comprised a survey completed online or as part of a broader annual Community Satisfaction Survey, engagement with Monash's seven advisory committees, the contributions of

30 residents over six weeks through deliberative engagement - the Imagine Monash Panel – and consultation with councillors. The advisory committees and Imagine Monash Panel had the opportunity to hear what the community said through the surveys and build upon those contributions.

Performance

Council's performance in 2021/22 is outlined in this Annual Report against the Council Plan objectives, demonstrating how we are achieving the initiatives in our Council Plan 2021-2025.

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

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







STRATEGIC OBJECTIVE ONE: Sustainable City

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

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

Equally important areas include addressing climate change, achieving zero net carbon and zero waste, and enhancing liveability factors such as being able to move around easily and freely and enhancing controls to prevent overdevelopment throughout the municipality.

OUR FOCUS OVER THE FOUR YEARS WILL BE TO:

- » Continue to implement Council's Zero Net Carbon Action Plan 2020-2025
- » Continue to improve waste management to reduce landfill, including food to waste and glass collections
- » Continue to renew and enhance Monash's shared path network
- » Continue to promote rain and stormwater harvesting, passive irrigation of street trees and public open space using alternative water sources, and reduce and treat stormwater runoff
- » Support business and investment in order to drive jobs growth and a sustainable economy.

Annual Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2021/22 Budget for the year.

Initiative	Progress
<p>MAJOR INITIATIVE 1: Implement the following initiatives from the Zero Net Carbon Action Plan 2020-2025:</p> <ul style="list-style-type: none"> a) Replace the pool water heating boiler at Monash Aquatic and Recreation Centre (MARC) b) Install a solar system at MARC c) Install a solar system at Clayton Aquatics and Health Club (CAHC) d) Install a solar system at Monash Operations Centre e) Install a boiler and heat pump at Oakleigh Recreation Centre (ORC) f) Building tuning to optimise energy savings g) Analyse and report to verify financial and Greenhouse Gas (GHG) saving. 	<p>Progressing: Pework and works specifications were complete for all 2021/22 initiatives from the Zero Net Carbon Action Plan 2020-2025. However, some installations have been delayed due to supply issues.</p> <ul style="list-style-type: none"> a) New energy-efficient boilers have been installed at MARC and heat pumps supporting their performance will be installed by November 2022 b) Preparation work for solar installation at MARC complete, installation to occur in August 2022 c) Preparation work for solar installation at CAHC complete and racking in place ready for installation in August 2022 d) Safety railing installed but racking system and solar panels to be installed at Monash Operations Centre in August 2022 e) Installation of boiler and heat pump at Oakleigh Recreation Centre (ORC) delayed until August due to equipment supply f) Building tuning to optimise energy savings complete, systems in place g) System in place to analyse and report on financial and Greenhouse Gas (GHG) saving once installs are complete.
<p>Partner with other stakeholders to offer lifelong learning opportunities around climate change and sustainability.</p>	<p>Achieved: Partnerships established and lifelong learning opportunities offered around climate change and sustainability. Key initiatives delivered through the year were:</p> <ul style="list-style-type: none"> » Subscribed to ReNew, an online magazine on cost-effective technologies for environmentally sustainable lifestyles in partnership with the Monash Sustainability Team » Subscribed to Good Organic Gardening and added to Mulgrave library collection » Partnered with Sustainable Gardening Australia to deliver Sustainable Gardening seminars on Zoom (including Composting and Worm Farming, Gardening in Small Spaces, and Sharing Your Garden with Wildlife) » Delivered programs and activities using recycled materials within libraries' public programs » Purchased new titles on sustainability for the library collection » Council-funded restoration of planter boxes at Mulgrave Library/ Wellington Reserve Community Centre for community-led gardening.

Initiative

Progress

Implement the 2021/22 funded priorities in the Waste Management Strategy.

Achieved: The 2021/22 funded priorities in the Waste Management Strategy were implemented. Council continued to deliver all waste services to the community committed in the Waste Management Strategy despite continued challenging times. Key priorities delivered including:

- » Webinars, surveys and face-to-face community education programs on the weekly green waste service with over 7,000 community members
- » Council resolved to divert all residual waste away from landfill from 2025 through the commencement of a contract for advanced waste processing as identified in the Waste Management Strategy
- » Council resolved to switch bin collection frequencies effective from August 2022 with the collection of green bins to occur weekly and waste and recycling bins fortnightly
- » An education program to improve the uptake of food waste reduction and recycling to continue into 2022/23
- » A new waste calendar and education material was developed and sample pack of caddy liners to be sent to all residents prior to the switch of bin collection
- » Essential safety works carried out at the Recycling and Waste Centre to improve safety and usability to visitors.

Monash waste diversion rate has remained relatively steady at 56 per cent, just short of Council's target of 60 per cent by the end of 2022. It is planned that an uptake in food waste reduction through the bin collection frequency switch and improved recycling will lift this rate further.

Implement the 2021/22 funded priorities in the Environmental Sustainability Strategy 2016-2026.

Achieved: The 2021/22 funded priorities in the Environmental Sustainability Strategy 2016-2026 were implemented. Key priorities delivered included:

- » Council conducted a carbon inventory on Greenhouse Gas (GHG) emissions and developed a Utility and GHG Portal to monitor GHG emissions. 2020/21 data shows GHG emissions down to 12,689tCO₂e or a 38 per cent reduction (non-COVID est. 15,797tCO₂e/23 per cent reduction) on 2018/19 baseline of 20,503tCO₂e
- » Eastern Alliance and Greenhouse Action (EAGA) Business Energy Saver officers successfully engaged with over 1,500 businesses and schools in the wider Eastern Melbourne region on energy efficiency rebates and bonuses, solar and environmental upgrades funded by Sustainability Victoria. This program is being extended to 2022/23 with support of EAGA Councils' funding
- » Council received a grant from Sustainability Victoria for energy audits, and audits were conducted across six Council community buildings
- » Council received a grant from the Department of Environment, Land, Water and Planning to install four electric vehicle (EV) charging stations for public use. EV charging stations will be installed in August 2022 at Glen Waverley and Mount Waverley
- » Demonstration nature strip plantings are in place

Strategic Indicator/Measure	Progress
Implement the 2021/22 funded priorities in the <i>Environmental Sustainability Strategy 2016-2026</i> . (Cont'd)	<ul style="list-style-type: none"> » Council is now using 100 per cent renewable electricity through the Victorian Energy Collaboration Organisation (VECO) in collaboration with 45 other councils » Council supported the Open Garden Day in partnership with Waverley Garden Club which showcased six local gardens with over 300 visitors to each garden » Gardens for Wildlife volunteers continued to meet with the community to help create native gardens which attract birds and insects. Working with EAGA and member councils to investigate increasing use of recycled content materials in Council, developing a Power Purchase Agreement for businesses.
Complete the construction of the Scotchmans Creek Trail from Waverley Road to Betty Court (Rear), Mount Waverley.	Achieved: Project delivery is complete in accordance with the Local Road Community and Infrastructure Agreement and requirement. The new section of the Scotchmans Creek Trail opened to the public in June 2022.
Complete the Gardiners Creek Trail from Highbury Road to High Street Road, Ashwood.	Achieved: Project delivery is complete in accordance with the Local Road Community and Infrastructure Agreement. The new section of the Gardiners Creek Trail opened to the public in July 2021.
Complete Local Area Traffic Management Study in Hughesdale.	Achieved: Planning and community engagement for Hughesdale LATMS, which is bounded by Poath, Dandenong, Warrigal and North roads, was undertaken. In June 2022, Council endorsed the recommended Traffic Management Plan and treatments identified in the Local Area Traffic Management (LATM) study of Hughesdale area (LATM 18).
Progress with the implementation of the <i>Monash Urban Landscape and Canopy Vegetation Strategy</i> .	Achieved: The implementation of the <i>Monash Urban Landscape and Canopy Vegetation Strategy</i> has progressed throughout 2021/22. The revised pilot tree controls are expected to be presented to the Minister for Planning in August/September 2022.
Deploy and commence implementation of a Light Detection and Ranging (LiDAR) for Urban Forest Performance Monitoring.	Achieved: Council engaged the services of Active Green Services to undertake the project. The acquisition of images and data and canopy analysis was completed in February 2022. Implementation of a Light Detection and Ranging (LiDAR) for Urban Forest Performance Monitoring commenced in March. The final report on the Urban Forest Performance Monitoring Project which included “Tree Canopy Cover – Monash” and “Canopy Cover via Satellite AI” was presented to Council in April 2022.
Implement the actions from the <i>Asset Management Strategy 2020-2025</i> .	<p>Progressing: The main actions completed from the Asset Management Strategy Action Plan in 2021/22 were:</p> <ul style="list-style-type: none"> » Completion of the 10-year Asset Plan in accordance with the <i>Local Government Act 2020</i> » Consolidation of all actions within the Asset Management documents, strategies and plans » Continuation of the delivery of the AMIS Reimplementation Project Plan » Review of Asset Data Collection Specification for roads, pathways, playgrounds, structures and facilities » Development of the Roads and Pathways Maintenance Manual.

Performance of Services Funded in the Budget

Council will support a Sustainable City through ongoing delivery of a range of services including Engineering, Strategic Asset Management, Planning, and Sustainability and Waste Services. The following statement provides information in relation to these services funded in the 2021/22 Budget and the people or sections of the community that are provided the service.

Service	Description of Service	Net Cost	\$000
Engineering	<p>The Engineering Department provides the following services:</p> <ul style="list-style-type: none"> » Plans for and delivers changes to Monash's roads, drainage, bridge and pathway infrastructure to cater for our growing community » Manages on-street parking controls and works with the community to ensure fairest access to parking as a limited and shared resource » Increases the range of safe, connected and convenient walking and bike-riding choices » Advocates to provide more convenient, reliable, accessible and frequent public transport choices » Makes engineering decisions on planning permit and engineering permit applications » Protects Council assets and monitors building development compliance with asset protection permits and enforcement » Provides frontline customer service, investigate customer requests and provide timely responses to the resolution of day-to-day enquiries. 	Actual	2,093
		Budget	3,033
		Variance	940
Strategic Asset Management	<p>The Strategic Asset Management Department provides strategic asset planning and emergency management services to the organisation, guiding sustainable management of Council's assets to support services that will meet current and future community needs. This includes:</p> <p>Asset Data Management</p> <ul style="list-style-type: none"> » Asset Register development, including Public Road, Pathway and Ancillary Asset registers » Asset Valuations » Asset inventory and condition data collection, predictive modelling and performance reporting » Infrastructure defect inspections » Risk incident and freedom of information reporting regarding assets. 	Actual	3,815
		Budget	4,138
		Variance	323

Service	Description of Service	Net Cost	\$000
Strategic Asset Management (Cont'd)	<p>Strategic Asset Planning</p> <ul style="list-style-type: none"> » Asset Policy and Strategy development and implementation » Asset Management Framework and Governance » Long Term Asset Plan, Asset Management Plans, Road Management Plan and other Assets » Asset Planning including Asset Renewal program » Asset Management advice and improvement – policy, process, system. <p>Infrastructure Planning and Compliance</p> <ul style="list-style-type: none"> » Emergency management coordination and support » Utility contract management and payments. » Divisional OHS support. 		
Sustainable Monash	<p>The Sustainable Monash Department provides a range of community services which are integral to maintaining a healthy and clean municipality. Sustainable Monash covers services and projects including:</p> <p>Waste Management</p> <ul style="list-style-type: none"> » Strategic planning for the achievement of waste diversion and recycling targets » Kerbside residential and commercial collection of waste, recyclables, food and greens » Annual hard rubbish collection » At-call hard waste collection » Dumped rubbish and litter education and collection » Street and activity centre cleaning and sweeping » Closed landfill management » Waste planning support to Town Planning. <p>Waste Transfer Station</p> <ul style="list-style-type: none"> » A facility for the community to dispose of recyclables and waste. <p>Sustainability</p> <ul style="list-style-type: none"> » Community and business education and support on environmental sustainability » Climate Change preparedness » Zero Net Carbon 2025 » Embedding sustainability into Council processes such as through the Environmental Sustainable Design Policy » Biodiversity programs such as Greenshoots » Food and garden waste collection project » Supporting Council and community towards a circular economy » Energy efficiency programs. 	<p>Actual</p> <p>Budget</p> <hr/> <p>Variance</p>	<p>25,036</p> <p>25,167</p> <hr/> <p>131</p>

Service Performance Indicators

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

Service/Indicator/ Measure	Results				Material Variations
	2019	2020	2021	2022	
Roads					
Satisfaction of use Sealed local road requests (Number of sealed local road requests per 100 kilometres of sealed local road)	28.67	29.71	41.67	42.58	Number of sealed local road requests has remained steady as compared to previous reporting period. The number of requests is reflective of wetter conditions experienced during the past few years. Wet weather generally leads to a higher instance of issues such as potholes, therefore resulting in higher requests. Prior to that, we saw a steady state of just under 30 requests per 100 kilometres of road as the conditions were dry, resulting in less issues. Monash Council addresses such requests in line with intervention level as per our Road Management Plan.
Condition Sealed local roads maintained to condition standards (Percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	98.49%	98.49%	98.50%	98.50%	Programming of road resurfacing has increasingly been better planned as Monash Council has been utilising the predictive modelling within the Pavement Management System. Council's continuous commitment to invest in the renewal of its road network has kept the number of roads in a very poor condition to a low number.
Service cost Cost of sealed local road reconstruction (Direct reconstruction cost per square metre of sealed local roads reconstructed)	\$0.00	\$89.16	\$111.36	\$0.00	There were no completed road reconstruction projects in 2021/22. Council's investment in road infrastructure has not decreased, however the measure is based on completed reconstruction projects. Council's methodology for road renewal is to apply the most appropriate treatment which give the best value to the community. This means that in some reporting periods, there will be no reconstructions undertaken, only resurfacing.

Service/Indicator/ Measure	Results				Material Variations
	2019	2020	2021	2022	
Cost of sealed local road resealing (Direct resealing cost per square metre of sealed local roads resealed)	\$30.90	\$21.77	\$27.25	\$24.72	The cost per square metre of road resealing has decreased compared to 2020/21. The unit rate tends to fluctuate year-on-year based upon works undertaken on various road hierarchy, fluctuating petroleum price and the level of traffic management required. During the 2021/22 reporting period, Council was able to achieve economies of scale by combining multiple reseat projects together.
Satisfaction Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	78	76	75	72	Maintenance and repair of sealed roads recorded a score of 72 down 3.6 per cent. The decline in satisfaction with sealed local roads is attributed to a number of factors including increased traffic on the roads following COVID-19 lockdowns and a focus on traffic and congestion and an overall decline in satisfaction with government services. Council is currently looking at processes to improve customer service and responsiveness across the organisation, this is being treated as a whole of organisation priority and will include better informing our community at how feedback is received through community consultation and engagement.

Service/Indicator/ Measure	Results				Material Variations
	2019	2020	2021	2022	
Waste collection					
Satisfaction Kerbside bin collection requests (Number of kerbside bin collection requests per 1,000 kerbside bin collection households)	73.03	80.90	82.95	101.58	Bin requests have increased this year compared to the previous three years due to an increase in bin repair and replacement requests. This has been prompted by additional education material provided to increase community awareness as part of Council's Food Waste Collection Program and subsequent bin collection frequency changes.
Service standard Kerbside collection bins missed (Number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts)	2.79	3.08	3.28	4.02	There has been a slight increase in missed bins which can be attributed to challenges faced by Council's collection contractor in regards to resourcing during the COVID-19 pandemic.
Service cost Cost of kerbside garbage bin collection service (Direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin)	\$101.61	\$106.21	\$100.43	\$118.87	There was an 18 per cent increase in 2021/22 due to a \$40 per tonne rise in the state-imposed EPA landfill levy.
Cost of kerbside recyclables bin collection service (Direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin)	\$35.09	\$35.98	\$36.27	\$38.84	No notable change over four years.
Waste diversion Kerbside collection waste diverted from landfill (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	49.81%	52.33%	56.41%	55.88%	A marginal decrease. An increase is expected in 2022/23 following the switch to bin collection frequency from August 2022.



STRATEGIC OBJECTIVE TWO: Inclusive Services

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

Monash has a great range of local services including:

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

Ensuring these services are inclusive for all our community members requires an appreciation of Monash's diversity. Council's services, programs and advocacy work to make Monash more inclusive.

Incorporating the needs of our community, they cover issues such as:

- » Child-friendly city
- » Positive ageing
- » Gender equity
- » People living with a disability
- » Multicultural city
- » Aboriginal and Torres Strait Islander reconciliation
- » Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/ Questioning and Asexual (LGBTIQA+)
- » Loneliness and mental health
- » Homelessness and affordable housing
- » Asylum seekers
- » Community safety.

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

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

OUR FOCUS OVER THE FOUR YEARS WILL BE TO:

- » Work with the community to recover from the COVID-19 pandemic
- » Work alongside Aboriginal and Torres Strait Islander peoples to develop a Reconciliation Action Plan
- » Continue the renewal of Monash's early-years facilities
- » Partner with the State Government, agencies and organisations to increase Monash's social and affordable housing
- » Implement the *Monash Health and Wellbeing Plan 2021-2025*
- » Achieve Rainbow Tick accreditation.

Annual Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2021/22 Budget for the year.

Initiative	Progress
Undertake planning for the Pinewood Child and Family Hub.	Achieved: Planning of the Pinewood Child and Family Hub is complete and construction has commenced. Building works are expected to be completed in December 2022. The hub is expected to open in early-2023.
Undertake the expansion of the Mulgrave Library.	Achieved: Building works were completed in early-2022 and the library officially opened on 25 March 2022. A 24/7 book returns chute was initiated this year. There were 1,254 additional resources added to the resource collection, and the furniture through the library and eCafé was refreshed.
Complete the construction of the Mulgrave Reserve pavilion.	Progressing: Due to delays in weather conditions and delivery of materials, the construction of the Mulgrave Reserve pavilion was not completed. This has resulted in the timeframe for delivery being extended until the end of December 2022.
Complete the redevelopment of the Tally Ho Reserve sportsground.	Achieved: The redevelopment of the Tally Ho Reserve sportsground was completed and opened to the public in June 2022.
Complete the construction of the Wellington Integrated Children and Family Hub.	Achieved: Construction of the Wellington Integrated Children and Family Hub is complete. The kindergarten commenced service provision from Term 1 in 2022. Maternal and Child Health and local playgroups also commenced service delivery from the hub in early-2022.
Council to continue to lead and coordinate the Regional Local Government Homelessness and Social Housing Charter Coalition of 13 east and south-east councils to advocate for increased social housing in the region to prevent homelessness.	<p>Achieved: The Regional Local Government Homelessness and Social Housing Charter Coalition meets on a regular basis and key stakeholders are invited to provide information and updates on the status of key projects and initiatives that address social housing. The group continues to be a cohesive strong advocacy voice through writing joint submissions to key social housing and homelessness papers. The group also raises the profile of social and affordable housing among local government and supports direct advocacy against exempting social housing from Council rates.</p> <p>Some key initiatives for the year were:</p> <ul style="list-style-type: none"> » A region-wide analysis of social housing need was undertaken using the methodology developed by EAHA Eastern Affordable Housing Alliance and Knox Council » Submitted a National Housing and Homelessness Agreement to the Productivity Commission » Supported the planning for the delivery of an Eastern Metro Partnership-funded housing project to be delivered by EAHA. A \$180,000 project that will identify intervention points that reduce the risk of homelessness for women aged over 55 » Council officers met with Consumer Affairs Victoria, the Municipal Association of Victoria and Homes Victoria to discuss rooming houses and presented a range of challenges within the system » Submitted feedback to the Renting Commissioner on rooming houses.

Initiative	Progress
<p>Strengthen the representation and inclusion of the Monash LGBTIQ+ community through the establishment of a LGBTIQ+ Advisory Committee, development of an action plan and undertaking the Rainbow Tick accreditation.</p>	<p>Achieved: Council continues to strengthen the representation and inclusion of the Monash LGBTIQ+ community. Some key highlights for the year include:</p> <ul style="list-style-type: none"> » LGBTIQ+ Advisory Committee continues to meet bi-monthly with a focus on providing advice and guidance on the LGBTIQ+ Action Plan » An internal LGBTIQ+ working group and project control group with representation across all Council areas continues to meet regularly » The above groups have input into the LGBTIQ+ Action Plan and are beginning the audit process for the Rainbow Tick accreditation » LGBTIQ+ Action Plan is being finalised with findings from extensive community voice central to Monash's commitments. In addition, 23 teams across Council were consulted and have committed to actions under their department. The plan will be ready for Council in August 2022 and further community consultation will be undertaken later in the year » The first draft of a Diversity Statement has been developed and distributed » Key Council staff attended LGPro LGBTIQ+ in the workplace training » Council continued to demonstrate its support for LGBTIQ+ communities by: <ul style="list-style-type: none"> › Publishing articles in the <i>Monash Bulletin</i> › Regularly posting through Council's digital communication channels (e.g. Facebook) › Flying the flag › Lighting up the Civic Centre on days of significance › Passing a motion to condemn homophobia › Flying the Pride flag in solidarity with the LGBTIQ+ community.
<p>Introduce a new flexible and low-cost membership structure at Active Monash Aquatic and Leisure facilities.</p>	<p>Achieved: A new membership structure and means-tested concession pricing introduced across all Active Monash services in the first quarter of 2021/22.</p>
<p>Introduce an education series for Monash sports clubs as part of the adopted Sports Club Framework.</p>	<p>Achieved: An education series for Monash sports clubs commenced in October 2021.</p>
<p>Deliver the Active Communities Program.</p>	<p>Achieved: The Active Communities Program was delivered with 2,015 participants attending 213 classes delivered as part of the program in 2021/22.</p>
<p>Implement Council's decision regarding Aged Care Reform, giving consideration to the Royal Commission into Aged Care Quality and Safety.</p>	<p>Achieved: Council has signed a new 12-month (July 2022 to June 2023) funding agreement for the Commonwealth Home Support Programme. More information will be provided by the Commonwealth over coming months. Council is also undertaking consultation to inform Support at Home Program design. This includes workshops, focus groups and bilateral discussions. This information will be presented to Council at its strategy meeting in September 2022.</p>

Initiative	Progress
Relocate Halcyon Day Centre Social Group.	Achieved: In February 2021, it was announced that Halcyon Day Centre would relocate from its current address to 33 Thomas Street, Clayton. However, after further analysis, in June 2021 it was decided that Halcyon will remain at its current site in Glen Waverley and lay comfortably as part of the Glen Waverley Sports Hub development.
Implement Year 1 actions of the Municipal Public Health and Wellbeing Plan 2021-2025.	Achieved: Implementation of the Monash Health and Wellbeing actions progressed throughout the year. The internal steering committee continues to meet regularly to ensure cross-collaboration and an intersectional approach is applied in practice. Some fantastic programs have been developed this year focusing on social connection, reducing isolation and increasing physical activity such as the Sew Fantastic Program and Active Winter series.
Implement Year 3 of the Monash Gallery of Art Strategic Plan.	Achieved: MGA implemented Year 3 of the Strategic Plan and some key highlights included: <ul style="list-style-type: none"> » Successfully delivering the exhibition program amid COVID-19 lockdowns. This required an increased focus on digital engagement with online programs and talks and a focus on the VCE education sector through the development of dedicated resources » Over the summer period showcased Visions of India, a touring exhibition created specifically for MGA that was drawn from the collection of Museum of Art and Photography in Bangalore, India » Headlined the International Photography Festival, PHOTO, with Hoda Afshar - Speak the Wind, Old Ways, and New Ways » Continued to deliver capital works programs through the acquisitions of art collection » Appointed a website developer to design a new website that will launch in 2023 » Established a new strategic plan that speaks to its growth as an organisation as the MGA transitions to a new brand and identity in 2023.
Continue with implementation of the Affordable Housing Strategy.	Achieved: Council finalised the form and amount of affordable housing provision in the redevelopment of the former PMP Ltd printing plant site. Council continues to have ongoing participation in the Eastern Affordable Housing Alliance.
Develop a Resilience and Recovery Framework.	Achieved: As the pandemic progressed into a different phase, the need for a stand-alone Resilience and Recovery Framework was deemed not necessary. The key themes identified were social connection, loneliness and access to services. These themes have been incorporated and addressed in the Municipal Public Health and Wellbeing Plan to ensure a coordinated response for our community.

Initiative	Progress
<p>Coordinate the Gender Impact Assessment process when Council is developing or reviewing any policy, program or service that has a direct and significant impact on the community as part of the Gender Equality Act 2020.</p>	<p>Achieved: Gender Impact Assessments will be ongoing as new policies are developed and current policies reviewed. Some key achievements for the year were:</p> <ul style="list-style-type: none"> » Gender Equity Framework that will support the requirements of the Gender Equality Act 2020 (GE Act) has been developed through community consultation and was endorsed by Council in February 2022 » Council's Gender Equality Action Plan was endorsed by the Gender Equality Commission in May 2022 » Council staff have engaged and consulted with other defined entities who also report against the GE Act, including Yarra Valley Water and eastern region councils, to discuss implementation and learnings » Working on embedding Gender Impact Assessments into Council consultation, service planning and the delivery of projects.
<p>Working with our community to deliver community safety and crime prevention initiatives in and around the Oakleigh Activity Centre.</p>	<p>Achieved: Council conducted extensive consultation with the community to deliver community safety and crime prevention initiatives in and around the Oakleigh Activity Centre. As a result, community support was received for the installation and site location of a CCTV camera system in the Oakleigh Activity Centre.</p> <p>Council also entered into a grant funding agreement with the Department of Justice and Community Safety for a sum of \$50,000 for this project.</p>
<p>Implement engagement strategies to expand the reach of the library service to the Monash community.</p>	<p>Achieved: Community consultation was undertaken in the financial year to expand the reach of the library service and continue to deliver a quality service to the Monash community. Some key initiatives delivered during the year were:</p> <ul style="list-style-type: none"> » Ongoing provision of home library services and of click 'n' collect service post-pandemic » YouTube videos including English and Chinese guides to loading vaccination records » Workshopped children's library bag/library card design with First Nations artist Vandal » Secured \$24,500 grant from the State Library of Victoria and Public Libraries Victoria as part of the Libraries for Health and Wellbeing Innovation Program. Untold Stories: Uncovering LGBTQIA+ stories of the COVID-19 pandemic will feature a series of three extended artist-led workshops designed to explore the impact of COVID-19 on Monash LGBTQIA+ community members » Collaborated with Youth Services to develop LGBTQIA+ booklist for Euneva-based Youth Program » Social media promotion of expanded eBook and online resources during COVID-19 lockdowns » Partnership with 12 Days of Christmas and Summer Series Program » Celebrated Sri Lankan New Year at Clayton Library with a diverse program of cultural activities, and the inaugural Victor Melder Lecture series. Eighteen children participated in a dance workshop, 31 in a trilingual storytime session, and 34 children and adults observed a flower-making demonstration.

Initiative	Progress
Upgrade and expand the open space at Cambridge Reserve to maximise community access.	Achieved: The upgrade and expansion at Cambridge Reserve was completed in June 2022.
Upgrade the Progress Park Playground and link with the open space at Cameron Avenue Reserve through shared access across Pitt Street.	Achieved: The upgrade of Progress Park Playground and link to the open space at Cameron Avenue Reserve through to Pitt Street was completed in May 2022 and officially opened on 13 May 2022.
Renew Monash's playspaces, including construction of: a) Garnett Street, Huntingdale b) Carlson Reserve, Clayton c) Gardiners Reserve (Octavia Court), Burwood d) Botanic Drive, Glen Waverley e) Petronella Avenue, Wheelers Hill f) Westerfield Drive, Notting Hill.	Achieved: All six playspaces have been renewed. a) Garnett Street: Construction completed April 2022 and officially opened on 13 May 2022 b) Carlson Reserve: Construction completed December 2021 and officially opened on 24 December 2021 c) Gardiners Reserve: Construction completed April 2022 and officially opened on 13 May 2022 d) Botanic Drive: Construction completed April 2022 and officially opened on 13 May 2022 e) Petronella Avenue: Construction completed January 2022 and officially opened on 11 February 2022 f) Westerfield Drive: Construction completed May 2022 and officially opened on 24 June 2022.
Commence the Introduction to Water and Water Safety community education program at Clayton Aquatics and Health Club.	Achieved: The Water and Water Safety community education program at Clayton Aquatics and Health Club Program commenced in February 2022. Two classes per week held for preschool-aged children and their parents/guardians with occupancy rates at 90 per cent. The progression into Council's Mini Minky's preschool swim program will be measured in 2023.

Performance of Services funded in the Budget

Council will support Inclusive Services through ongoing delivery of a range of services including Active Monash, Aged and Community Support, Arts and Libraries, and Children, Youth and Family Services. The following statement provides information in relation to these services funded in the 2021/22 Budget and the people or sections of the community who are provided the service.

Service	Description of Service	Net Cost	\$000
Active Monash	<p>The Active Monash Department comprises Aquatics, Leisure Planning and Recreation Services with a focus on improving the health and wellbeing of the community through the provision of leisure facilities and services. The department includes:</p> <ul style="list-style-type: none"> » The Aquatic and Leisure Services Business - This unit manages the following centres and oversees Council's Active Communities Program: <ul style="list-style-type: none"> › Clayton Aquatics and Health Club (CAHC) › Monash Aquatic and Recreation Centre (MARC) › Oakleigh Recreation Centre (ORC) » Recreation Services –This unit has four responsibility areas: strategy and policy development; capital works planning and development; facility management; and club development, support and programs. Recreation delivers a large annual capital works program, upgrading playgrounds, sports pavilions and facilities and other associated works to support grassroots sport and recreation » Leisure Planning – This unit oversees the strategic planning for open use, including playground provision, masterplans and strategies related to improving health and wellbeing outcomes through leisure. 	<p>Actual</p> <p>Budget</p> <p>Variance</p>	<p>8,143</p> <p>5,734</p> <p>(2,409)</p>
Aged and Community Support	<p>The Aged and Community Support Department is responsible for direct support and service planning for seniors across Monash.</p> <p>The department provides a range of service delivery and service planning activities that directly support seniors to remain living independently in their own homes. Additionally, this department facilitates and supports seniors to remain active and celebrated participants in all aspects of community life. Key funding for in-home support programs is delivered via the Commonwealth Home Support Programme and Council funds a range of additional activities focused on ensuring seniors throughout Monash have multiple opportunities to stay socially active and connected within their community.</p>	<p>Actual</p> <p>Budget</p> <p>Variance</p>	<p>(801)</p> <p>(268)</p> <p>533</p>



Service	Description of Service	Net Cost	\$000
Arts and Libraries	<p>The Arts and Libraries Department is responsible for supporting and delivering arts and cultural strategic planning, a public library service, community arts, cultural development, festivals and events, public art and the Monash Gallery of Art (MGA).</p> <p>The three service delivery units are:</p> <ul style="list-style-type: none"> » The Monash Public Library Service - is located within six branches and online. Libraries manage diverse library collections, deliver outreach, public and education programs, and provide community spaces and resources that improve and champion for literacy health, digital literacy, cultural understanding and social inclusion in community » Arts, Culture and Events (ACE) - facilitate a vibrant and diverse cultural life in the City of Monash through delivery of festivals and events, cultural development, public art and community art initiatives, while supporting the safe delivery of community events and leases for creative and cultural community organisations » MGA - MGA is the Australian home of photography. MGA champions Australian photography and inspires audiences to embrace, explore and value photography through the delivery of high-quality, thought-provoking exhibitions, events, and education and public programs. The MGA manages a café and a gallery shop onsite. 	Actual	7,256
		Budget	7,238
		Variance	(18)

Service	Description of Service	Net Cost	\$000
Children, Youth and Family Services	<p>The Children, Youth and Family Services Department delivers a range of services for children, young people and their families to have the best opportunities to grow, learn and thrive in a strong and supported community, where they are nurtured by capable, confident families from the time they are born until they reach adulthood. Services and activities delivered by this department include:</p> <ul style="list-style-type: none"> » Maternal and Child Health Service provides support to families with infants and young children from a number of centres located across the municipality. Other services include a breastfeeding service, sleep and settling service, an enhanced program for vulnerable families, as well as an outreach program for families unable to attend a centre-based service » Immunisation Service provides infant vaccines across the municipality and an immunisation program for secondary school students » Brine Street Childcare and Kindergarten is an early childhood education and care centre with a capacity of 67 places. The centre also offers a funded kindergarten program for four-year-olds » Monash Youth Services (MYS) provides programs, events and services to young people and their families living and accessing the City of Monash. MYS provides generalist youth worker support for young people aged 10-25 years, programs for personal growth and leadership, and opportunities for peer support and social interaction. MYS also offers Teen and Youth Mental Health First Aid programs for the community, and programs within schools through the School Focused Youth Worker » Early Years and Integrated Family Support provides support and planning to early years services across the municipality, including kindergartens, childcare centres, playgroups and toy libraries. It also offers family support to parents/carers of children aged 0-17 years, and parenting support programs. EY&IFS also offers a number of community and supported playgroups across the municipality » Provision and administration of the Monash Central Enrolment System for kindergartens, most of which are operated from Council-owned buildings » Supported Playgroups provide a range of specialist and general playgroups across the municipality for all young children and their families. 	<p style="text-align: right;">Actual Budget <hr/>Variance</p>	<p style="text-align: right;">3,327 3,773 <hr/>446</p>

Service	Description of Service	Net Cost	\$000
Community Strengthening	<p>Community Strengthening builds community capacity through community partnerships, planning and development initiatives, enabling Council and community partners to make informed, effective decisions. The team implements collaborative and integrated actions to improve community health and wellbeing. This is achieved through the provision of Council's state-legislated Municipal Public Health and Wellbeing Plan and associated social policies and frameworks, and a range of other projects and programs as shown below.</p> <p>The Community Strengthening Team is responsible for the following areas:</p> <ul style="list-style-type: none"> » Community development and capacity building » Monash Community Grants Program » Health promotion and community partnerships » Social policy, research and integrated planning » Community wellbeing, access and inclusion, and cultural diversity » Volunteering » Gender equity, and prevention of violence against women and children » LGBTIQ+ inclusion » Aboriginal and Torres Strait Islanders and reconciliation » Place making and community safety » Community and social infrastructure projects and planning » Advocacy and State Government partnerships. 	Actual	3,290
		Budget	4,131
		Variance	841

Service Performance Indicators

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

Service/Indicator/ Measure	Results				Material Variations
	2019	2020	2021	2022	
Aquatic Facilities					
Service standard Health inspections of aquatic facilities (Number of inspections by an authorised officer within the meaning of the <i>Public Health and Wellbeing Act 2008</i> carried out per Council aquatic facility)	1.0	1.0	1.0	1.0	Health inspections were undertaken on all three facilities.
Service cost Cost of aquatic facilities (Direct cost less any income received from providing aquatic facilities per visit)	\$1.05	\$4.22	\$13.50	\$9.22	Cost is reflective of the drop in attendances, however a significant improvement (32 per cent) compared to 2020/21. This cost is expected to be reduced as a result of major cost savings initiatives that will be implemented in 2022/23 as multiple energy-saving initiatives come into effect.
Utilisation Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of population)	8.30	5.13	2.70	3.82	Modest improvement in 2021/22 compared to 2020/21. However, attendances are still significantly lower than pre-COVID level - that is, 54 per cent lower. Health Club and casual attendances (aquatics) have been hardest hit with Group Fitness and Learn-to-Swim programs reaching 75 per cent of pre-COVID levels.

Service/Indicator/ Measure	Results				Material Variations
	2019	2020	2021	2022	
Libraries					
Utilisation Physical Library collection usage (Number of physical library collection item loans per physical library collection item)	5.71	4.72	3.97	4.05	Access to the Library's physical collection from January 2020 was impacted by pandemic closures. As a result of lifting restrictions in early 2022, physical collection usage has returned to 75 per cent of pre-COVID levels.
Resource standard Recently purchased library collection (Percentage of the library collection that has been purchased in the past five years)	75.01%	74.16%	65.49%	66.95%	The reduction in collection funding for 2020/21 impacted the number of new items added to replace worn/redundant titles. Restoration of the Budget in 2021/22 supported the gradual rebuilding of the collection to pre-pandemic ratios.
Service cost Cost of library service (The direct cost of the library service per head of population)	\$27.68	\$26.97	\$25.86	\$29.93	The result for 2020/21 reflects reduced programming during the COVID-19 pandemic lockdowns. While the result for 2021/22 increased, this is due to the increased provision of programs in 2022 and a decline in the municipal population for 2021/22.
Participation Active library borrowers (Percentage of the population that are active library borrowers)	16.55%	16.28%	14.21%	12.58%	Pandemic restrictions directly impacted the number of active library borrowers since January 2020. The drop in physical loans was only partly offset by an increase in use of eResources through the pandemic.

Service/Indicator/ Measure	Results				Material Variations
	2019	2020	2021	2022	
Maternal and Child Health (MCH)					
Service standard Infant enrolment in the MCH service (Percentage of infants enrolled in the MCH service)	100.00%	101.25%	100.63%	100.25%	A slight reduction compared to the latter two previous years. The minor variance is in line with population predictions.
Service cost Cost of MCH service (Cost of the MCH service per hour of service delivered)	\$67.55	\$67.22	\$66.71	\$73.03	The impacts on staff availability due to COVID-19 and other illness has resulted in a reduction in the number of hours of service available to be delivered. When coupled with the Code Brown, which saw a focus on servicing children 12 months and under, the number of service hours provided has reduced with no commensurate reduction in costs able to be achieved.
Participation Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	77.07%	77.22%	76.46%	74.54%	Due the pandemic there was a slight reduction in attendance of clients as the MCH service had reduced appointments available. To support clients that weren't able to be seen DHS has provide funding for an extra nurse. This nurse has been employed to provide clients who weren't seen during the pandemic KAS appointment opportunities. This will increase the participation rate for the next 12 months.
Participation in the MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	85.71%	82.72%	79.38%	75.89%	Participation in the MCH service by Aboriginal children over the past four years has declined. A review of the CDIS (child development information system) data indicated attendance of Aboriginal children in the City of Monash in the first two years and three year- plus age dropped off. This is consistent the drop off seen with non-Aboriginal children. Total number of Aboriginal children enrolled is 56.

Service/Indicator/ Measure	Results				Material Variations
	2019	2020	2021	2022	
Participation in 4-week Key Age and Stage visit (Percentage of infants enrolled in the MCH service who receive the 4-week key age and stage visit)	New 2020	95.95%	97.68%	97.83%	An increase in attendance over the three-year period. This is likely due to the increased focus on HV, 2, 4 and 8-week KAS visits during the Code Brown. Support was provided to MCH to support attendance through follow-up and prioritisation of this age group.





STRATEGIC OBJECTIVE THREE: Enhanced Places

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

The COVID-19 pandemic, and the consequent lockdowns and restrictions, further underlined the importance of access to quality public space for socialising and recreation as well as how critical our hospitality and retail businesses are to our local economy.

OUR FOCUS OVER THE FOUR YEARS WILL BE TO:

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

Annual Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2021/22 Budget for the year.

Initiative	Progress
<p>MAJOR INITIATIVE 2 Minimum 90 per cent of agreed Capital Works Program delivered annually.</p>	<p>Achieved: 90.2 per cent of agreed Capital Works Programs were delivered in 2021/22.</p> <p>Some key capital works projects delivered in 2021/22 were:</p> <ul style="list-style-type: none"> » Mulgrave Library expansion » Glen Waverley Library Forecourt – Stage Two » Wellington Child and Family Hub » Waverley Women’s Outdoor Netball Court redevelopment.
<p>Complete footpath priority works as identified in the Asset Renewal Program.</p>	<p>Achieved: Footpath works identified in the Asset Renewal Program were completed.</p>
<p>Complete road resurfacing priority works as identified in the Asset Renewal Program.</p>	<p>Achieved: Road resurfacing works identified in the Asset Renewal Program were completed.</p>
<p>Implement the funded priorities of the Street Tree Strategy.</p>	<p>Achieved: The funded priorities of the Street Tree Strategy were implemented. Some key highlights for the year were:</p> <ul style="list-style-type: none"> » The Year 6 streets progressed through community consultation with species selected by residents, and 337 trees were procured and planted May through to June 2022 » Inspections were conducted on 11 streets to determine retaining/removal of street trees » A total of 713 trees were removed due to declining health and useful life expectancy.
<p>Implement the 2021/22 funded priorities of the Avendon Estate Cypress Windrow Replacement Program.</p>	<p>Achieved: The Avendon Estate Cypress Windrow Replacement Program is progressing, some key highlights for the year were:</p> <ul style="list-style-type: none"> » Community consultation undertaken for Stage 9 works which include tree removals, footpath upgrade and re-vegetation of areas where cypress trees are proposed to be removed » Removal of 19 cypress trees and 17 declining eucalypts. A total of 36 trees were removed along Avendon Boulevard at the rear of Kinnoull Grove » Civil construction works are programmed to commence in August 2022, with further mulching and planting works to follow » Stage 8 revegetation works are programmed to be completed following the upcoming civil construction works.

Initiative	Progress
Develop an Active Recreation strategy for open space areas across Monash.	Achieved: The Active Recreation Strategy for open space areas across Monash was completed and adopted by Council at its meeting of 30 November 2021.
Enhance engagement with, and support for, local trader groups across Monash.	Achieved: Council engagement with, and support for, local trader groups across Monash is ongoing. Activities provided during 2021/22 included: <ul style="list-style-type: none"> » Supporting the formation or reformation of traders' groups at Clayton, Pinewood, Glen Waverley and Mount Waverley » Ongoing engagement with traders on capital works, outdoor dining and the State Government's activation grants program events » Outdoor dining round 3 with a supplier selected for installations to occur in 2022/23 » Retail liaison across the activity centres of the City.
Implement the following initiatives from the <i>Public Toilet Strategy</i> : <ul style="list-style-type: none"> a) Complete the design of Galbally Reserve public toilet and commence construction b) Complete the design of Holmesglen Reserve public toilet and commence construction. 	Achieved: The designs for both Galbally Reserve and Holmesglen Reserve public toilets have been completed. Construction is expected to commence in 2022/23.
Commence and progress a feasibility study of Portman/ Station Street Public Realm and Haughton Road.	Achieved: Stage 1 of the Haughton Road Feasibility Study for a preliminary schematic design has been completed. Stage 2, which is to tender the works, will be completed early next financial year and the consultants expected to be engaged by the end of September 2022.
Commence the design for the Kingsway Redevelopment.	Achieved: Preliminary concept designs for the Kingsway Redevelopment have commenced with two layout options for Kingsway south, kerbside parking and central median parking. A feature and level survey has also been completed. The design for the project will be completed during 2022/23.
Undertake a feasibility study for a new tennis centre in Monash located at the Glen Waverley Golf Course.	Achieved: A feasibility study for a new tennis centre in Monash located at the Glen Waverley Golf Course was undertaken. A business case, cost plan and a schematic design was completed in September 2021.
Develop an implementation plan for the Mount Waverley Structure Plan.	Achieved: The implementation plan for the Mount Waverley Structure Plan was developed. A planning scheme amendment was submitted to the Department of Environment, Land, Water and Planning (DELWP) for authorisation. The balance of the implementation plan is on hold pending finalisation of the amendment and planning scheme changes.
Progress the review of the Monash Planning Scheme (MSS).	Achieved: The review of the Monash Planning Scheme (MSS) has progressed. The Department of Environment, Land, Water and Planning (DELWP) has provided the final draft of changes to the MSS. Council is in the process of reviewing the DELWP draft.

Performance of Services funded in the Budget

Council will support Enhanced Services through ongoing delivery of a range of services including Facilities and Infrastructure, City Planning, Community Amenity, Property and City Design, Strategic Planning and Economic Development, Capital Works and Horticultural Services. The following statement provides information in relation to these Services funded in the 2021/22 Budget and the people or sections of the community who are provided the service.

Service	Description of Service	Net Cost	\$000
Facilities and Infrastructure Maintenance	<p>The Facilities and Infrastructure Maintenance Department provides a range of maintenance, support and essential services to the Community. The services include:</p> <ul style="list-style-type: none"> » Fleet and Operations Centre Management – light passenger, heavy vehicle and plant procurement, disposal, maintenance and repair, store control and facility management of the Monash Operations Centre » Facility Maintenance - building and structures maintenance and renewal, facility programs and facility services including cleaning of Council's buildings, public toilets and BBQs » Infrastructure Maintenance - maintain Council's roads and road signs, footpaths, kerb and channels, drainage systems and street furniture, shared fencing, after hours call-out service, and coordinating emergency management support to Council's MEMO (Municipal Emergency Management Officer). 	<p style="text-align: right;">Actual Budget <hr/>Variance</p>	<p style="text-align: right;">7,985 7,764 <hr/>(221)</p>
City Planning	<p>The City Planning Department is the point of contact for residents enquiring about planning applications and building permits. The department comprises Statutory Planning and Building Services and receives both applications for planning and building permits, as well as other applications for Council's 'consent' relating to planning and building regulations. The department is also responsible for swimming pool and spa registration and compliance, inspecting buildings, structures and fences as part of Essential Safety Measures, as well as investigating potential breaches in planning and/or building control.</p>	<p style="text-align: right;">Actual Budget <hr/>Variance</p>	<p style="text-align: right;">1,973 2,381 <hr/>408</p>

Service	Description of Service	Net Cost	\$000
Community Amenity	<p>The Community Amenity Department consists of two teams: Community Laws and Public Health. The primary role of these teams is to ensure that regulatory controls are complied with to help Monash residents enjoy amenity, maintain a safe environment, and manage issues that may cause a nuisance. The units' specific roles include:</p> <ul style="list-style-type: none"> » Community Laws Team is responsible for parking control, animal management, administering and enforcing Council's local laws and a range of State Government statutes such as the <i>Environment Protection Act</i>, and providing school crossing supervision » Public Health Team delivers a range of support services designed to maintain and improve public health, food safety and wellbeing of the local community using health and food protection mechanisms of education, prevention, monitoring and enforcement, health program development, and promotion of health awareness. 	<p>Actual 499</p> <p>Budget 676</p> <hr/> <p>Variance 177</p>	
Property and City Design	<p>The Property and City Design Department is responsible for delivering the following services:</p> <ul style="list-style-type: none"> » Council property management, sale and facilitation of development of Council-owned or managed properties. This includes: <ul style="list-style-type: none"> › Facilitating private and public development on Council land to enhance the economic viability of the area › Conducting feasibilities for potential development of major facilities such as car parks within activity centres or sports pavilions in reserves › Management of the purchase or sale of land required for or surplus to Council needs › Management of leases, licences and agreements associated with Council properties. » Guiding the city design and assisting Council in making the City of Monash a more liveable and sustainable city. This includes: <ul style="list-style-type: none"> › Providing a multi-disciplinary range of planning and design services, including environmental, heritage, civic, landscape and architecture to all Council departments › Working across Council to assist in the development of current and future community needs in relation to facilities, public spaces and infrastructure › Enhancing the quality of all public spaces, streetscapes and civic/community architecture by addressing safety, amenity, access for all, permeability, aesthetic quality, cultural vitality, landscape character, context and ecologically sustainable design › Developing and maintaining appropriate design standards for civic and community buildings, as well as natural and built environments. 	<p>Actual 2,300</p> <p>Budget 1,816</p> <hr/> <p>Variance (484)</p>	

Service	Description of Service	Net Cost	\$000
Strategic Planning and Economic Development	<p>The Strategic Planning and Economic Development Department is responsible for facilitating and guiding the strategic directions of Monash to foster sustainable economic development, growth and prosperity throughout the municipality. This includes:</p> <ul style="list-style-type: none"> » Structure planning work in and around activity centres » Responding to State and Federal government policy proposals » Advocacy for Monash on urban issues, infrastructure, employment, liveability at a local and regional level » Development of housing policy to provide greater certainty about where different types of development may be appropriate » Development of urban policy on open space, landscape, built form and housing » Facilitating training and support services to business and encouraging environmental sustainability practices » Supporting a cluster of “high technology enterprises” » Facilitating new business investment » Encouraging further growth in activity centres » Advocating for the framework to encourage ongoing infrastructure development and management. 	Actual	1,432
		Budget	1,844
		Variance	412
Capital Works	<p>The Capital Works Department is responsible for:</p> <ul style="list-style-type: none"> » Delivering civil infrastructure, building and reserve projects » Leading the delivery of major capital works projects » Playing a key role in the development of Council's annual and long-term capital works programs » Planning and delivering road and footpath renewal and maintenance programs » Certification of subdivision/major private development construction that creates assets that will be handed over to Council once completed (e.g. Waverley Park) » Administration of contracts undertaken by the Infrastructure and Environment Division » Utility works - coordination of Council asset reinstatement. 	Actual	2,632
		Budget	2,957
		Variance	325

Service	Description of Service	Net Cost	\$000
Horticultural Services	<p>The Horticultural Services Department provides a range of services for the maintenance of horticulture and associated assets for Council-managed public land. The department is made up of four service areas:</p> <ul style="list-style-type: none"> » Sportsground and Golf Course Maintenance Services - responsible for the maintenance of Council's sportsgrounds and golf courses. This includes proactive maintenance program and sportsgrounds and golf course capital works » Parks and Gardens Maintenance Services - responsible for the maintenance of Council's ornamental gardens and passive open space areas » Heritage and Conservation Services - responsible for the maintenance of Council's bushland reserves and play spaces. This includes wetlands maintenance, seed collection and propagation, revegetation, minor landscaping works and playspace inspections and maintenance works » Arboricultural Services - responsible for the management of Council's valued tree population. This includes both proactive and reactive tree inspections and works and the delivery of street tree planting and establishment works. 	Actual	16,808
		Budget	15,229
		Variance	(1,579)



Service Performance Indicators

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

Service/Indicator/ Measure	Results				Material Variations
	2019	2020	2021	2022	
Animal Management					
Timeliness Time taken to action animal management request (Average number of days it takes for Council to action animal management-related requests)	1.43	1.29	1.57	1.43	The time taken to respond to animal complaints continues to track at less than two days, which continues to reflect a favourable outcome. The variance represents a matter of hours and is nonetheless reflective of consistency in staff performance and continued effectiveness in current systems and processes.
Service standard Animals reclaimed (Percentage of collected registrable animals under the Domestic Animals Act 1994 reclaimed)	48.20%	44.44%	32.39%	36.84%	While the reclaim rates of dogs has remained consistently high over the past four financial years, the reclaim rates for cats has not followed the same trend, resulting in much lower reclaim rates. More particularly, during 2020/21 the reclaim rate was adversely impacted by the significant increase in the number of cats impounded without a corresponding increase in reclaims. 2021/22 has seen a slight increase in reclaim rates, which was largely due to a reduced number of cats impounded rather than a higher number of cats reclaimed.
Animals rehomed (Percentage of collected registrable animals under the Domestic Animals Act 1994 rehomed)	New 2020	34.16%	53.31%	54.20%	The pandemic has generated an increase in people's interest in the value of pets in these challenging times. This higher rate of connection between people and pets has resulted in an escalation in people's acquisition of pets. Given the continued exposure to the pandemic impacts, the increase in rehoming has continued.

Service/Indicator/ Measure	Results				Material Variations
	2019	2020	2021	2022	
<p>Service cost</p> <p>Cost of animal management service (Direct cost of the animal management service per head of population)</p>	\$5.23	\$5.17	\$5.53	\$7.72	Save for a minor reduction in costs during 2019/20, the costs gradually increased from 2017 until 2020/21. However, in the last 12 months there has been a substantial increase in the cost of contracted animal services (specifically pound services) which is reflective of the trend throughout the industry.
<p>Health and safety</p> <p>Animal management prosecutions (Percentage of animal management prosecutions which are successful)</p>	New 2020	100%	100%	100%	The continued high success rate in prosecutions is reflective of the willingness of people to report incidents that impact wider community safety and amenity, which is complemented by the quality of investigations and enforcement skills within the relevant teams.
<p>Food Safety</p> <p>Timeliness</p> <p>Time taken to action food complaints (Average number of days it takes for Council to action food complaints received from members of the public about the safety or handling of food for sale)</p>	1.73	1.49	1.56	1.24	This result represents the 2021 calendar year as per the Performance Reporting requirements. The average number of days taken to action food complaints has slightly decreased from the previous years.
<p>Service standard</p> <p>Food safety assessments (Percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)</p>	99.39%	100%	90.71%	93.35%	This result represents the 2021 calendar year as per the Performance Reporting requirements. Public Health resources were again stretched with COVID-19 responsibilities. State Government-imposed restrictions also meant many food businesses were again closed for extended periods of time, making it difficult to schedule and complete assessments for all food businesses once restrictions were lifted towards the end of the registration period. All remaining businesses that have recommenced operations have had their annual food safety assessment completed in 2022.

Service/Indicator/ Measure	Results				Material Variations
	2019	2020	2021	2022	
<p>Service cost</p> <p>Cost of food safety service</p> <p>(Direct cost of the food safety service per food premises registered by Council, or for which Council has received notification, during the financial year)</p>	\$494	\$523	\$526	\$538	The overall average cost of service has marginally increased in comparison to previous years, largely due to costs associated with staffing.
<p>Health and safety</p> <p>Critical and major non-compliance outcome notifications</p> <p>(Percentage of critical and major non-compliance outcome notifications that are followed up by Council)</p>	100%	100%	100%	100%	This represents the 2021 calendar year as per the Performance Reporting requirements. All non-conformances have been followed up and this is consistent over the four-year period.
<p>Statutory Planning</p> <p>Timeliness</p> <p>Time taken to decide planning applications</p> <p>(Median number of days between receipt of a planning application and a decision on the application)</p>	74	63	62	66	There has been an increase in time taken to decide planning applications compared to the latter two years. However, this remains a good result having regard to the increase in application numbers received (91), and accounting for staff shortages and disruption caused by COVID-19. The result is indicative of the established digitised work practices which have allowed the team to remain highly productive while working remotely.

Service/Indicator/ Measure	Results				Material Variations
	2019	2020	2021	2022	
<p>Service standard Planning applications decided within the relevant required time (The percentage of regular and VicSmart planning application decisions made within legislated time frames)</p>	74.78%	78.92%	83.75%	76.19%	There has been a decrease in the percentage of applications decided within the required timeframe compared to the latter two previous years. Pleasingly, Council made 57 more decisions compared to 2020/21, while also receiving more applications (91). The result still demonstrates the effectiveness of improvements in the delivery of the service including digitised work practices, which have allowed the team to remain highly productive while working remotely and maintain a high level of delivery against the <i>Planning and Environment Act</i> statutory days provision. This remains well ahead of the state average, which is 64 per cent.
<p>Service cost Cost of statutory planning service (Direct cost of the statutory planning service per planning application)</p>	\$2,442	\$2,532	\$2,784	\$2,471	The cost of service fluctuates year on year, with application numbers received being the key driver. With an increase in application numbers, the cost of service has naturally decreased.
<p>Decision making Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT that were not set aside)</p>	47.97%	51.43%	42.88%	46.84%	There has been a 4 per cent improvement to the result when compared to the 2020/21 reporting period.





STRATEGIC OBJECTIVE FOUR: Good Governance

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

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

The community wants to maintain our services and infrastructure, as well as explore major projects that have the potential to transform our city. As home to the largest employment cluster outside

of Melbourne's Central Business District, with sustained population growth and the Suburban Rail Loop set to provide fast connections between activity centres and major educational and health institutions, there is an opportunity for complementary community infrastructure. Council is exploring opportunities for a Cultural Precinct at the Monash Gallery of Art and a major expansion of the Glen Waverley Library. Projects like these will require significant new funding.

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

OUR FOCUS OVER THE FOUR YEARS WILL BE TO:

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

Annual Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2021/22 Budget for the year.

Initiative	Progress
<p>MAJOR INITIATIVE 3 Deliver the following initiatives from the Digital Strategy:</p> <ul style="list-style-type: none"> a) Digital Experience Platform (DXP) - Website Refresh b) E-Services Implementation Program c) Digital - Data Analytics Program d) Digital - Integration Platform Commissioning (Middleware) e) Digital engagement platforms - Website. 	<p>Achieved: Initiatives from the Digital Strategy were delivered. Key highlights detailed under each initiative:</p> <ul style="list-style-type: none"> a) Digital Experience Platform (DXP) - Website Refresh: <ul style="list-style-type: none"> » Four new websites, including the main Monash website, plus sites for Youth Services, Libraries and Active Monash » The design of the new intranet is complete and will go live in July 2022. b) E-Services Implementation Program - 30 processes have been digitised including vehicle crossing inspections (engineering), planning application workflows (planning) and applications for general permits (community amenity) c) Digital - Data Analytics Program - this year the program developed dashboards for customer services, information management, the contact centre, and for city planning statistics d) Digital - Integration Platform Commissioning (Middleware) - this year the major project has been the integration of the financial system upgrade (Oracle Cloud) e) Digital engagement platforms – Website - the implementation of the Monash Gallery of Art (MGA) website has commenced and expected completion by December 2022. <p>As part of the Smart City Transition Program, Council has:</p> <ul style="list-style-type: none"> » Awarded the pilot contract for smart lighting and stormwater » Began the stormwater trial at Mount Waverley » Approved the use of MAV Smart Cities panel.
<p>Implementation of the Strategic Asset Management Module in Confirm to enable evidence-based modelling of Asset Condition to produce long-term funding requirements.</p>	<p>Progressing: The Implementation of the Strategic Asset Management system implementation (Confirm) is ongoing. Training and roll-out in production of golf, sports, bushland maintenance, and parks and gardens, facilities maintenance and asset configuration to occur in 2022/23. The following was completed in 2021/22:</p> <ul style="list-style-type: none"> » Street tree replacement, strategy and establishment process operating in production » Playspace under-surface audits including assets » Golf course maintenance configuration and training, including assets » Sportsground maintenance configuration » Bushland maintenance configurations and maintenance » Development of new dashboards.

Initiative	Progress
Complete the upgrade of the Financial System.	<p>Achieved: The upgrade of the Financial System has been completed. The new Oracle system went live in July 2022. The new cloud-based system has replaced outdated systems. This has been one of the largest information technology transformation initiatives Council has undertaken, enabling Council to become a more efficient and cohesive organisation with complete flexibility for future digital growth.</p>
Enhance the promotion of Council activities and projects, particularly through the use of photography, video and graphic designed materials.	<p>Achieved: Promotion of Council activities and projects are ongoing as new campaigns and projects arise. Some key highlights for the year were:</p> <ul style="list-style-type: none"> » A communications package on the proposed bin changes sent to all Monash households » Communications information including graphics sent to all residents in the 3150 postcode promoting Council's position on the Suburban Rail Loop project in Glen Waverley and inviting residents to an information session and to undertake an online survey » Use of photos and graphic-designed materials to promote a significant number of Council activities, events and programs.
Develop a digital newsroom on the Monash website creating well-crafted podcasts and content to promote Council services and engage the community.	<p>Achieved: Digital newsroom content on the Monash website is continuously being updated to promote Council services and engage the community. Key highlights include:</p> <ul style="list-style-type: none"> » Content on Council's more than 50 consultations undertaken throughout the year » Updates on COVID-19 changes and the impact on the local community » Promotion of vaccinations in line with the State Government's roll-out » Information on the change to the bin collection service.
Analyse the results of the annual Community Satisfaction Survey and provide recommendations to the Executive Leadership Team for continual improvements to performance.	<p>Achieved: The 2022 Annual Community Satisfaction Survey has been completed and analysed. Council received a 7.07 score out of 10 for overall community satisfaction, a very good score placing Council as one of the top councils in the metro area for community satisfaction.</p>
Implement strategic and operational actions outlined in the People, Safety and Culture Strategy including meeting the Gender Equity Act and Local Government Act 2020 requirements, continue to focus on a culture of diversity, inclusion, safety and wellbeing and embed aligned values and behaviours underpinned by policies, processes and practices.	<p>Achieved: The key milestones outlined in the People, Safety and Culture Strategy are continuing to progress. During 2021/22 the following milestones were delivered:</p> <ul style="list-style-type: none"> » Key requirements associated with the <i>Gender Equity Act and Local Government Act</i> » The Monash Workforce Gender Audit submitted to the Victorian Gender Equity Commission » The City of Monash Strategic Workforce Plan was implemented and communicated across the organisation.

Performance of Services funded in the Budget

Council will support Good Governance through Executive Leadership, Communications, Customer Experience, Lead Transformation and Innovations, Business Technology, Governance and Legal Services, People and Safety, Finance, Strategic Procurement and Corporate Performance. The following statement provides information in relation to these corporate services funded in the 2021/22 Budget and the people or sections of the community who are provided the service.

Service	Description of Service	Net Cost	\$000
Executive Leadership	To lead the organisation in the achievement of outcomes and the provision of a wide range of customer-focused services which are relevant, of high quality and accessible to all residents of Monash. Note inflated costs due to 2021/22 forecasts and 2022/23 Budget cost have been moved from Communications, Governance and People and Safety to Executive Leadership.	Income <u>Expenditure</u> Variance	3,515 <u>3,757</u> 242
Communications	The Communications Executive Department is responsible for all internal and external communications. This includes: <ul style="list-style-type: none"> » Media relations - handling media enquiries for the organisation/writing media releases to promote Council projects and services » Digital/social media - managing Council's website, Twitter, Facebook and Instagram accounts » Issues management - advising the organisation and Council on how issues could be managed » Publications - production of the <i>Monash Bulletin</i> newsletter, annual and eNewsletters » Consultation/engagement - facilitating high levels of community consultation and engagement across the organisation » Graphic design - design of corporate documents including letterhead, business cards, posters and flyers » Organising the annual Sir John Monash Awards for outstanding community service and leadership. 	Income <u>Expenditure</u> Variance	1,437 <u>1,548</u> 111

Service	Description of Service	Net Cost	\$000
Customer Experience	<p>The Customer Experience Department is responsible for the following two business units:</p> <ul style="list-style-type: none"> » Customer Experience is at the forefront of service to the Monash community. The unit's focus is on delivering an efficient and effective customer service that meets the needs of the community across three sites. It also includes infrastructure support - administration related to works and correspondence management supporting the customer service activities of the Infrastructure and Environment Division » Monash Halls manages Council's facilities across the municipality that are available for hire by the public, both private and commercial hirers, and community groups. 	<p>Income 3,759</p> <p><u>Expenditure</u> 3,469</p> <p>Variance (290)</p>	
Lead Transformation and Innovation	<p>Transformation and Innovation aims to support Council to embrace opportunities provided by new technologies and be a leader in the local government sector. The services include:</p> <ul style="list-style-type: none"> » Project Management: Planning - coordinating and executing digital transformation and technology projects that prioritise better customer experiences and reimagine how we work » Change Management - managing all aspects of transformation and technology projects changes. Prioritise change requests, assess their impact, and accept or reject changes » Business Analysis - applying various analysis techniques and methods to elicit and document current and future states, define their business processes, and then communicate those processes to the business area that needs them » Infrastructure, Network and Security - managing and maintaining all the "behind the scenes" IT infrastructure technology and security so information, applications and the internet are accessible and secure » Data Analytics and Reporting - strengthening our data capabilities and utilising our information to enable better strategic decision-making » Integration Services - connecting our corporate applications with Azure middleware technology to allow easy and efficient information flow between different software platforms and devices. 	<p>Income 1,171</p> <p><u>Expenditure</u> 1,169</p> <p>Variance (2)</p>	

Service	Description of Service	Net Cost	\$000
Business Technology	<p>The Business Technology Department (BT) is responsible for ensuring that the organisation has the technological, communication and records management tools to enable the effective operation of Council business and community services. This includes:</p> <ul style="list-style-type: none"> » BT Hardware procurement, maintenance and support » Maintenance of an effective IT Disaster Recovery system » Applications support and development » Information management including managing records to meet operational business needs, accountability requirements and community expectations. 	<p>Income</p> <p>Expenditure</p> <p>Variance</p>	<p>8,072</p> <p>7,678</p> <p>(394)</p>
Governance/Legal Services	<p>The Governance and Legal Department is responsible for following three business units:</p> <ul style="list-style-type: none"> » Governance - ensures good governance across Council, including delegations and authorisations, advice on conflicts of interest, oversight of policies and procedures, advice about adhering to the requirements of the <i>Local Government Acts</i>, oversight of Council's responsibilities under the <i>Charter of Human Rights and Responsibilities Act 2006</i>, Council elections, Complaints Officer function under the Complaints Policy, coordination of Council business, and support to the mayor and councillors, including (i) the planning and management of Civic events and mayoral functions and (ii) Councillor Action Requests (CARs) » Operations - provides a range of facility management services for the Civic Centre, as the Council's main civic building, and the office space occupied by Council at 295 Springvale Road, Glen Waverley, which is immediately adjacent to the Civic Centre » Legal Support - provides a risk-based approach to ensuring that Council meets its legal obligations, as well as tasks including managing Council's panel of legal service providers, overseeing Council's privacy and Freedom of Information responsibilities, internal reviews under Council's Complaints Policy, oversight of the CCTV Policy, and managing escalated unreasonable customer conduct. 	<p>Income</p> <p>Expenditure</p> <p>Variance</p>	<p>2,613</p> <p>2,909</p> <p>296</p>

Service	Description of Service	Net Cost	\$000
People and Safety	<p>The People and Safety Executive Department is responsible for supporting the capability and engagement of the organisation's workforce, as well as providing operational and strategic policies, procedures, programs and specialised advice and support to achieve organisational objectives and legislative compliance. This includes:</p> <ul style="list-style-type: none"> » People Advisory – responsible for operations across the employee lifecycle, including attraction, recruitment, on-boarding, HR reporting requirements (internal and external), data analytics, HR system management and the day-to-day management of other workforce processes such as probation, probity, remuneration benchmarking and relevant HR information management » Workplace Relations and Payroll – responsible for end-to-end industrial and employee relations, enterprise agreement management, employee contract management, case management, performance management and HR policy and procedure framework implementation ensuring legislative compliance and management of the payroll function including end of year financial year obligations and reporting » Learning and Organisational Development – responsible for the development and implementation of strategies that support workforce development, including induction, training, learning, performance development, reward and recognition, succession and leadership capability. Underpinned by our key values and behaviours that shape organisation-wide cultural strategies to support diversity, inclusion, wellbeing and gender equity. The organisational development function also encompasses the management of employee-related surveys to measure satisfaction, climate, engagement and culture change progression » Safety and Wellbeing – responsible for implementing and managing processes and practices to ensure legislative compliance, physical and psychological workforce safety and wellbeing, risk management, injury management, return to work program, safety audit requirements and provision of specialist advice. 	Income	3,093
		Expenditure	2,817
		Variance	(276)

Service	Description of Service	Net Cost	\$000
Finance	<p>The Finance Department provides accounting information and advice necessary for the efficient financial operation of Council, specifically:</p> <ul style="list-style-type: none"> » Ensuring the financial sustainability of the Council » Ensuring compliance with relevant legislation and standards » Providing meaningful analysis of results to ensure all users have an accurate understanding of their financial position and results in a timely manner » Ensuring Council's budget is compiled in accordance with statutory guidelines and the parameters of the Financial Plan » Providing accurate and timely financial transaction processing, financial information, advice, analysis and systems to achieve Council objectives » Maintaining accurate and up-to-date accounting data and information on the financial system » Maximising returns on Council's financial investments » Ensuring that financial relationships with customers and suppliers are maintained professionally and accurately » Management of the Property, Revenue and Valuation Services Unit (PRAVS) which provides property data management services for the organisation and manages the collection of rates revenue » Ensuring that through effective processes within the Unit and with other property-related units such as Valuations, Building and Town Planning, that Council's Corporate Property Database is updated in an accurate and timely manner » The timely and accurate levying and reconciliation of Council's rates and charges revenue, and the efficient collection of this revenue. 	Income	(10,193)
		<u>Expenditure</u>	<u>(7,608)</u>
		Variance	2,585

Service	Description of Service	Net Cost	\$000
Strategic Procurement	<p>The Strategic Procurement Department is responsible for:</p> <ul style="list-style-type: none"> » Purchasing processes and systems to support organisational requirements for goods and services » Procurement compliance to ensure that procurement activities are compliant with Council policies and best-practice procurement » Business continuity systems and support to assist Council with business continuity risk management » Tendering and contract management processes, systems and support including the provision of tendering and contract management advice, the administration of quotations and tenders, and contract execution. 	<p>Income Expenditure Variance</p>	<p>593 673 80</p>
Corporate Performance	<p>The Corporate Performance Department is responsible for:</p> <ul style="list-style-type: none"> » Coordinating the Annual Planning Process » Corporate performance reporting including Council Plan actions, Customer Service Guarantee measures and the Local Government Performance Reporting Framework (LGPRF), including the Performance Statement (Annual Report) » Coordinating service planning and reviews » Monitoring, analysing and reporting on Council's efficiency and performance » Running the Project Management Office, supporting officers across the organisation to successfully deliver projects » Overseeing the Internal Audit contract, implementation of the Strategic Internal Audit Plan and administering the Audit and Risk Committee » Legislative compliance including managing the monitoring and reporting on Council's legislative obligations » Implementation of the Fraud and Corruption Control Framework » Risk management, overseeing Council's insurance portfolio and managing small claims against Council. 	<p>Income Expenditure Variance</p>	<p>3,398 3,734 336</p>

Service Performance Indicators

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

Service/Indicator/Measure	Results				Material Variations
	2019	2020	2021	2022	
Governance					
<p>Transparency</p> <p>Council decisions made at meetings closed to the public (Percentage of Council resolutions made at a meeting of Council, or at a meeting of a delegated committee consisting only of councillors, closed to the public under section 66(1) of the Act)</p>	10.16%	8.85%	5.98%	5.32%	The result of 5.32 per cent is consistent with Council's commitment to transparency.
<p>Consultation and engagement</p> <p>Satisfaction with community consultation and engagement (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)</p>	73	73	70	68	<p>Monash scored 70 for overall satisfaction, higher than the average Melbourne benchmark of 66 but a 3.7 per cent decline from last year's score of 73</p> <p>Community engagement and consultation recorded a score of 68 down from 70 the previous year.</p> <p>Key issues attributing to this year's results were rubbish and waste issues, including the change to the bin collection service with landfill bins moving to a fortnightly collection.</p> <p>Council also recorded a decline of 10.4 per cent in its customer service across the organisation. In part, this score was impacted by community concerns on the change in the kerbside bin collection service but also reflects a broader decline in customer service. Council is currently looking at processes to improve customer service and responsiveness across the organisation, this is being treated as a whole of organisation priority and will include better informing our community at how feedback is received through community consultation and engagement.</p>

Service/Indicator/Measure	Results				Material Variations
	2019	2020	2021	2022	
<p>Attendance Councillor attendance at council meetings (Percentage of attendance at Council meetings by councillors)</p>	90.91%	90.34%	99.35%	89.51%	This result is consistent with two of the previous three financial years.
<p>Service cost Cost of elected representation (Direct cost of delivering Council's governance service per councillor)</p>	\$69,484	\$45,979	\$44,375	\$47,621	This result is subject to fluctuation resulting from factors such as the Victorian Independent Remuneration Tribunal's determination (effective 18 December 2021) relating to mayor and Councillor allowances.
<p>Satisfaction Satisfaction with Council decisions (Community satisfaction rating out 100 with how council has performed in making decisions in the interest of the community)</p>	72	74	71	68	Making decisions in the interest of the community recorded a score of 68 (down 3.9 per cent from 71 in 2021). Despite the decline in satisfaction recorded this year, satisfaction with Council's performance maintaining the trust and confidence of the local community remains measurably and significantly higher than the metropolitan Melbourne (63). Council is currently looking at processes to improve customer service and responsiveness across the organisation, this is being treated as a whole of organisation priority and will include better informing our community at how feedback is received through community consultation and engagement.



Monash Civic Centre

- ▶ Glen Waverley Library 1.1 km
- ▶ Customer Service Centre 1.1 km
- ▶ Edging Car Park 1.1 km
- ▶ Glen Waverley Station 1.1 km





RETIRED SERVICE PERFORMANCE INDICATORS

Retired indicators Service/Indicator/Measure	Results 2019	Comments
<p>Aquatic Facilities</p> <p>Service standard Reportable safety incidents at aquatic facilities (The number of WorkSafe reportable aquatic facility safety incidents)</p> <p>Service cost Cost of indoor aquatic facilities (Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities)</p> <p>Cost of outdoor aquatic facilities (Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities)</p> <p>Note Monash Council has always reported on the above two measures as a combined cost, i.e. Cost of aquatic facilities.</p>	<p>0</p> <p>N/A</p> <p>N/A</p>	<p>This measure was not replaced.</p> <p>This measure was replaced by Cost of aquatic facilities for 2020.</p> <p>This measure was replaced by Cost of aquatic facilities for 2020.</p>
<p>Animal Management</p> <p>Service cost Cost of animal management service (Direct cost of the animal management service / Number of registered animals)</p> <p>Health and safety Animal management prosecutions (Number of successful animal management prosecutions)</p>	<p>\$71.31</p> <p>6</p>	<p>This measure was replaced by Cost of animal management service per population for 2020.</p> <p>This measure was replaced by Animal management prosecutions (%) for 2020.</p>
<p>Libraries</p> <p>Service cost Cost of library service (Direct cost of the library service / Number of visits)</p>	<p>\$5.68</p>	<p>This measure was replaced by Cost of library service per population for 2020.</p>
<p>Maternal and Child Health (MCH)</p> <p>Satisfaction Participation in first MCH home visit (Number of first MCH home visits / Number of birth notifications received) x100</p>	<p>98.74%</p>	<p>This measure was replaced by Participation in 4-week Key Age and Stage visit for 2020.</p>





Section FIVE

Official Statements

Performance Statement

For the year ended 30 June 2022

○ Description of municipality

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

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

Monash is one of Melbourne's most populous municipalities, with an estimated residential population of 193,051 people living in more than 76,177 dwellings. Over the past two years, the population in Monash has declined by 3.6 per cent, likely as a result of the pandemic, with a large portion of international students who resided in the municipality going back home.

Monash is regarded as a cosmopolitan city with a multicultural population. Monash has 50 per cent of residents speaking a language other than English at home and almost 49 per cent of our residents were born overseas, having come from more than 100 different countries.

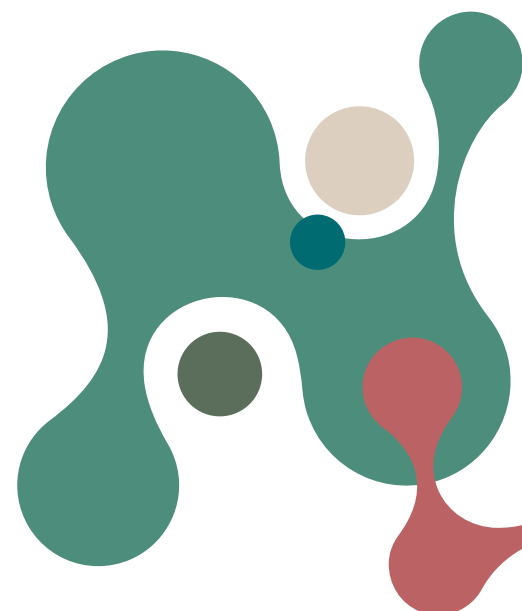
In keeping with the State Government's cap on rate increases, rate revenue was increased by 3.38 per cent (comprising the 1.5 per cent rate cap with 1.88 per cent supplementary rate growth). By controlling costs over many years, rates have been kept low. In the 2020/21 year, the average rates per property in Monash were \$1,372.86, compared with the state-wide average of \$1,798.88 and similar Council average of \$1,807.50. In 2021/22, the average rate per property in Monash was \$1,558.97.

○ Overview of of 2021/22

Council's operations continued to be impacted by the extended lockdown restrictions in Victoria during the first half of 2021/22 financial year. Council extended the COVID-19 deferral option due to COVID-19 impacts, allowing ratepayers until 30 June 2022 to pay their rates and charges without interest charges. Many in the community were still facing financial hardship through job losses and business closures.

Government grants continued to support Council operations particularly with COVID-impacted areas such as outdoor dining areas, business support programs and delivery of meals. Revenue levels through user-pay services were lower than anticipated, with offsetting expenditure reductions. In addition, capital project delivery continued to be effected by COVID-19, particularly with supplier chain and resourcing constraints. However, services such as aquatic, recreation centres and libraries slowly returned to relatively normal capacity from November 2021 to June 2022.

Where COVID-19 impacts have been identified as affecting the indicators in this report, explanatory notes have been provided.



Sustainable Capacity Indicators

For the year ended 30 June 2022

Indicator/ measure	Results				Material Variations and Comments
	2019	2020	2021	2022	
Population					
Expenses per head of population (Total expenses/ Municipal population)	\$893.64	\$901.05	\$892.45	\$1,002.92	The ratio has increased by 12.3 per cent from 2020/21, which is mainly due to a 3.4 per cent decrease in population. Expenditure is higher than in 2020/21 due to services returning to a post-COVID normal after several restriction periods for Victoria occurring mainly in 2020/21. A result of \$1,002.92 again indicates Council is on the lower end of the expenses per head of municipal population.
Infrastructure per head of Population (Value of infrastructure/ Municipal Population)	\$4,493.36	\$4,580.41	\$4,788.89	\$5,114.18	The increase of 6.8 per cent primarily relates to a higher capital works program, although municipal population decreased over the 12-month period by 3.4 per cent impacting the final result.
Population density per length of road (Municipal population/ Kilometres of local roads)	271.84	268.49	266.84	257.79	A slight decrease due to the decline in the municipal population. Although the trend has seen a reduction in recent years, the longer-term expectation is a higher ratio as population numbers increase.

Indicator/ measure	Results				Material Variations and Comments
	2018	2019	2020	2021	
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue/ Municipal population]	\$809.33	\$787.47	\$689.50	\$838.19	Own-source revenue in 2021/22 increased mainly due to rate income returning to full charges with no rate waiver, which only applied in 2020/21. User fees improved as Council services returned to a 'post-COVID' normal and facilities opened up, although there were some restrictions in Victoria experienced in the early part of the financial year. Municipal population decreased by 3.4 per cent, which has also contributed to the \$838.19 result measure or 21.6 per cent increase.
Recurrent grants					
Recurrent grants per head of municipal population (Recurrent grants/Municipal population)	\$102.78	\$99.08	\$103.22	\$114.13	This ratio increased by 10.6 per cent over 2020/21 levels with an overall increase in recurrent grant income of \$1.44 million. Municipal population reduced by 3.4 per cent, which has resulted in a ratio increase to \$114.13.
Disadvantage					
Relative socio-economic disadvantage (Index of Relative Socio-economic Disadvantage by decile)	9	9	9	9	The City of Monash is ranked in the top 10 per cent on the SEIFA index suggesting low levels of disadvantage.

Indicator/ measure	Results				Material Variations and Comments
	2018	2019	2020	2021	
Workforce turnover					
Percentage of staff turnover (Number of permanent staff resignations and terminations/ Average number of permanent staff for the financial year) x100	11.00%	9.29%	11.93%	17.16%	<p>Council experienced 139 terminations of permanent employees within the financial year 2021/22. This equates to 45 additional terminations than the previous financial year (2020/21). Breakdown detailed.</p> <ul style="list-style-type: none"> » 118 were voluntary (resignation or retirement). This represents an increase of 36 additional voluntary terminations than the previous financial year. » There was an increase of eight employees terminating due to the ending of their contract. » As the workforce moved into a COVID-normal period, there was an increase in resignations (retirement or career change) due to the amount of workload, changing expectations around workplace culture and flexibility/ability to work remotely. » Within this financial year (specifically February 2022), following government requirements for employees to have the three vaccinations within the workplace, all of Council's Healthcare and Emergency Service employees were asked to fulfil this requirement in order to work. This led to Council terminating employees who did not comply.

Service Performance Indicators

For the year ended 30 June 2022

Service/Indicator/ measure	Results				Material Variations and Comments
	2019	2020	2021	2022	
Aquatic facilities					
Utilisation Utilisation of aquatic facilities (Number of visits to aquatic facilities/Municipal population)	8.30	5.13	2.70	3.82	Modest improvement in 2021/22 compared to 2020/21. However, attendances still significantly lower than pre-COVID level, that is 54 per cent lower. Health Club and casual attendances (aquatics) have been hardest hit with Group Fitness and Learn-to-Swim programs reaching 75 per cent pre-COVID levels.
Animal management					
Health and safety Animal management prosecutions (The percentage of successful animal management prosecutions)	New 2020	100%	100%	100%	The continued high success rate in prosecutions is reflective of the willingness of people to report incidents that impact wider community safety and amenity, which is complemented by the quality of investigations and enforcement skills within the relevant teams.
Food safety					
Health and safety Critical and major non-compliance notifications (Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up/ Number of critical non-compliance notifications and major non-compliance notifications about food premises) x100	100%	100%	100%	100%	This represents the 2021 calendar year as per the Performance Reporting requirements. All non-conformances have been followed up and this is consistent over the four-year period.

Service/Indicator/ measure	Results				Material Variations and Comments
	2019	2020	2021	2022	
Governance					
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)	72	74	71	68	Making decisions in the interest of the community recorded a score of 68 (down 3.9 per cent from 71 in 2021). Despite the decline in satisfaction recorded this year, satisfaction with Council's performance maintaining the trust and confidence of the local community remains measurably and significantly higher than the metropolitan Melbourne (63). Council is currently looking at processes to improve customer service and responsiveness across the organisation, this is being treated as a whole of organisation priority and will include better informing our community at how feedback is received through community consultation and engagement.
Libraries					
Participation Active library borrowers in municipality (Number of active library borrowers in the past three years/The sum of the population for the past three years) x100	16.55%	16.28%	14.21%	12.58%	Pandemic restrictions directly impacted the number of active library borrowers since January 2020. The drop in physical loans was only partly offset by an increase in use of eResources through the pandemic.



Service/Indicator/ measure	Results				Material Variations and Comments
	2019	2020	2021	2022	
Maternal and child health					
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	77.07%	77.22%	76.46%	74.54%	Due the pandemic there was a slight reduction in attendance of clients as the MCH service had reduced appointments available. To support clients that weren't able to be seen, DHS has provide funding for an extra nurse. This nurse has been employed to provide clients who weren't seen during the pandemic KAS appointment opportunities. This will increase the participation rate for the next 12 months.
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	85.71%	82.72%	79.38%	75.89%	Participation in the MCH service by Aboriginal children over the past four years has declined. A review of the CDIS (child development information system) data indicated attendance of Aboriginal children in the City of Monash in the first two years and three year- plus age dropped off. This is consistent the drop off seen with non-Aboriginal children. Total number of identified Aboriginal children enrolled is 56.

Indicator/measure	Results				Material Variations and Comments
	2018	2019	2020	2021	
Roads					
Satisfaction Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	78	76	75	72	Maintenance and repair of sealed roads recorded a score of 72 down 3.6 per cent. The decline in satisfaction with sealed local roads is attributed to a number of factors including increased traffic on the roads following COVID-19 lockdowns and a focus on traffic and congestion and an overall decline in satisfaction with government services. Council is currently looking at processes to improve customer service and responsiveness across the organisation, this is being treated as a whole of organisation priority and will include better informing our community at how feedback is received through community consultation and engagement.
Statutory Planning					
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) x100	47.97%	51.43%	42.86%	46.84%	There has been a 4 per cent improvement to the result when compared to the 2020/21 reporting period.
Waste Collection					
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	49.81%	52.33%	56.41%	55.88%	A marginal decrease. An increase is expected in 2022/23 following the switch to bin collection frequency from August 2022.

Definitions

- "Aboriginal child" means a child who is an Aboriginal person.
- "Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006.
- "Active library borrower" means a member of a library who has borrowed a book from the library.
- "Annual report" means an annual report prepared by a council under section 98 of the Act.
- "Class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act.
- "Class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act.
- "Critical non-compliance outcome notification" means a notification received by Council under section 19N(3) or (4) of the Food Act 1984, or advice given to Council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health.
- "Food premises" has the same meaning as in the Food Act 1984.
- "Local road" means a sealed or unsealed road for which the Council is the responsible road authority under the Road Management Act 2004.
- "Major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to Council by an authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken.
- "MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age.
- "Population" means the resident population estimated by the Australian Bureau of Statistics.





Financial Performance Indicators

For the year ended 30 June 2022

Dimension/ indicator/ measure	Results					Forecast					Material Variations and Comments		
	2019	2020	2021	2022	2023	2024	2025	2026					
Efficiency													
Expenditure level Total expenses per property assessment. (Total expenses/ Number of property assessments)	\$2,234.95	\$2,256.48	\$2,177.31	\$2,351.75	\$2,457.50	\$2,521.71	\$2,614.36	\$2,689.39					This ratio increased by 7.9 per cent in 2021/22, mainly due to increased expenditure which relates to a post-COVID return to normal services for the year. A minor increase to property assessments occurred but as COVID-19 restrictions eased for Victoria, Council facilities and services gradually increased capacity. On an expenses per property assessment, the Monash ratio is significantly lower than similar councils and the state average.
Revenue level Average rate revenue per property assessment. [General rates and Municipal charges/ Number of property assessments]	New 2020	\$1,528.68	\$1,372.86	\$1,558.97	\$1,616.56	\$1,662.63	\$1,713.96	\$1,770.90					The Minister for Local Government rate cap of 1.5% was applied to the 2021/22 rates (in 2020/21 Council provided a 10 per cent waiver to all ratepayers to alleviate COVID-19 impacts). This resulted in an increased ratio by 13.6 per cent which also included a 1.88 per cent supplementary rate growth. Council's rates are one of the lowest in the state on a per assessment basis.

Dimension/ indicator/ measure	Results						Forecast				Material Variations and Comments	
	2019	2020	2021	2022	2023	2024	2025	2026				
Liquidity												
Working capital Current assets compared to current liabilities (Current assets/Current liabilities) x100	237.05%	189.69%	177.25%	179.68%	115.49%	95.77%	110.98%	111.34%				The liquidity ratio increased by 2.97 per cent in 2021/22. Current assets, which include cash and term deposits, decreased by \$4 million overall and current liabilities decreased by \$3.2 million. This was mainly due to lower unearned income being carried forward to next year. Reduced cash holdings coupled with lower capital grants unearned income have improved marginally the overall ratio. Council's forecast working capital levels are expected to reduce in future years mainly due to significant capital works projects scheduled into the future. This result indicates a strong financial position with current assets exceeding liabilities.
Unrestricted cash Unrestricted cash compared to current liabilities (Unrestricted cash/Current liabilities) x100	20.28%	24.80%	10.10%	25.08%	30.08%	16.67%	9.97%	32.84%				This ratio increased by 15 per cent compared to 2020/21. Higher unrestricted cash (lower restricted cash levels) combined with lower current liabilities, mainly lower unearned income from grants received, have combined to achieve an improved result. Higher unrestricted cash relative to liabilities can indicate an ability to maintain payments in a timely manner.

Dimension/ indicator/ measure	Results						Forecast				Material Variations and Comments	
	2019	2020	2021	2022	2023	2024	2025	2026				
Obligations												
Loans and borrowings Loans and borrowings compared to rates (Interest and principal repayments on interest bearing loans and borrowings/ Rate revenue) x100	0.00%	0.00%	0.00%	0.00%	0.00%	10.41%	8.24%	6.10%				Council achieved a debt-free status as at 30 June 2015. Future year budgets may require borrowings for various capital works projects but this will be considered and decided upon by Council at the appropriate time.
Loans and borrowings Loans and borrowings compared to rates (Interest and principal repayments on interest bearing loans and borrowings/ Rate revenue) x100	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.24%	2.17%				Council achieved a debt-free status as at 30 June 2015. Future year budgets may require borrowings for various capital works projects but this will be considered and decided upon by Council at the appropriate time.

Dimension/ indicator/ measure	Results					Forecast				Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026		
Indebtedness Non-current liabilities compared to own source revenue (Non-current liabilities/Own source revenue) x100	2.04%	7.25%	7.43%	5.62%	6.16%	13.49%	11.09%	8.88%	The 2021/22 ratio compared to the prior year is lower by 1.81 per cent. While non-current liabilities have decreased (\$1.18 million), own-source revenue has increased (\$24.6 million) mainly due to additional rate revenue, higher statutory fee and user fee income received. Rate revenue increased due to a return to full charges for the year and no 10 per cent rates waiver; user charges increased due to improved patronage as facilities opened up, and statutory fees experienced continued high volumes particularly in planning and building.	
Asset renewal and upgrade Asset renewal and upgrade compared to depreciation (Asset renewal and upgrade expenses/Asset depreciation) x100	New 2020	178.19%	138.59%	148.41%	220.75%	134.14%	134.68%	137.43%	This ratio increased by 9.81 per cent on the prior year due to higher renewal and upgrade expenditure undertaken compared to asset depreciation. Council is still meeting its renewal targets and the 148.41 per cent ratio confirms existing high level asset renewal and upgrade expenditure.	

Dimension/ indicator/ measure	Results						Forecast				Material Variations and Comments	
	2019	2020	2021	2022	2023	2024	2025	2026				
Operating position												
Adjusted underlying result	7.45%	4.68%	-0.73%	1.11%	1.07%	3.39%	2.76%	3.65%	The 2021/22 adjusted underlying surplus increased by \$3.73 million from 2020/21 and the ratio improved by 1.93 per cent. This was mostly due to increased rate income, statutory fees and user charges received compared to 2020/21. With the emergence from COVID-19 restrictions and a change to full rates charges without the 10 per cent waiver in place, income improved as did the adjusted financial surplus. Expenses also increased given the return to post-COVID services and the re-opening of various Council facilities (Halls, Reserves and Recreation facilities).			
Adjusted underlying surplus (or deficit) (Adjusted underlying surplus {deficit}/ revenue) x100												
Stability												
Rates concentration	62.73%	65.50%	65.18%	67.76%	67.13%	65.69%	65.73%	65.40%	This ratio has increased by 2.58 per cent overall in 2021/22. This relates to increases in rate revenue and also underlying revenue by similar amounts. The rate revenue increase is due to a return to full rates charges for 2021/22 and no rates waiver of 10 per cent for all ratepayers. Underlying revenue includes statutory fees and also user charges, which both experienced an increase on the prior year with improved patronage and use of facilities and volume increases in planning and building.			
Rates compared to adjusted underlying revenue (Rate revenue/ Adjusted underlying revenue) x100												

Dimension/ indicator/ measure	Results					Forecast				Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026		
Rates effort Rates compared to property values (Rate revenue/Capital improved value of rateable properties in the municipality) x100	0.15%	0.16%	0.14%	0.16%	0.14%	0.14%	0.15%	0.15%		The ratio has increased by only 0.02 per cent compared to 2020/21. This is due to an increase in capital improved values and also an increase in rate revenue. The increase in rate revenue relates to the 1.5 per cent approved rate cap increase by the Minister for Local Government and also the return to full rates charges for the year. Council applied a rates waiver in the previous year of 10 per cent for all ratepayers in response to the COVID-19 pandemic economy impact experienced by all ratepayers across the municipality.

Former measures

Retired measure Service/indicator/measure	Results 2018	Results 2019	Results 2020
Animal management			
Health and safety Animal management prosecutions [Number of successful animal management prosecutions]	12	6	Retired in 2020
Efficiency			
Revenue level Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,379.46	\$1,427.92	Retired in 2020
Obligations			
Asset renewal Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x100	104.90%	109.85%	Retired in 2020

Definitions

"Adjusted underlying revenue" means total income other than:

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

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

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

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

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

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

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

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

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

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

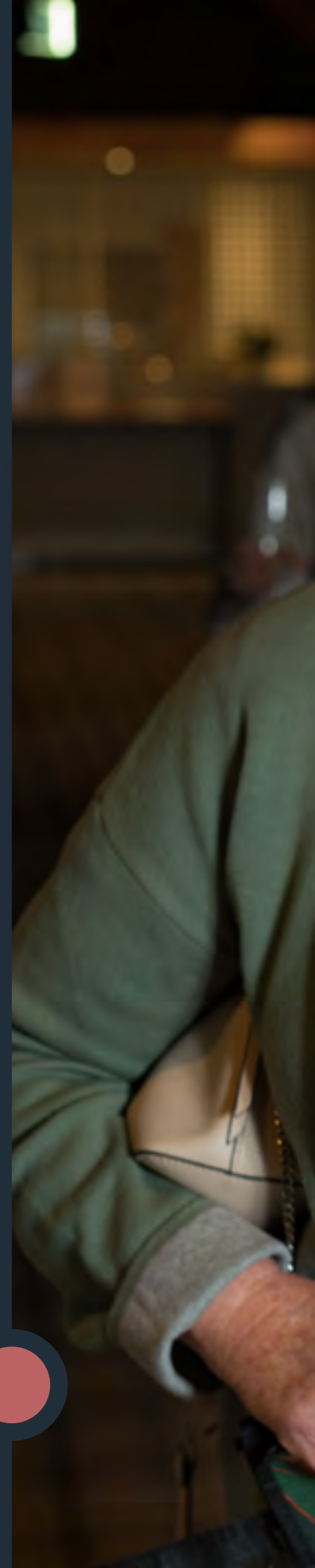
"Rate revenue" means revenue from general rates, municipal charges, service rates and service charges.

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

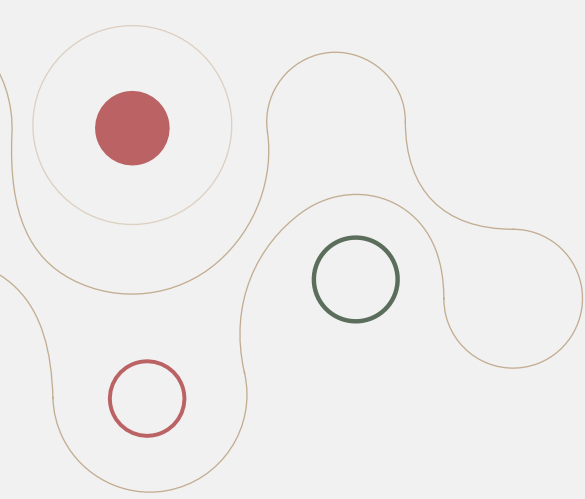
"Residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties.

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

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







Other Information

For the year ended 30 June 2022

1. Basis of preparation

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

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

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the Council's strategic

resource plan. The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its 2022/23 Adopted Budget on 28 June 2022 and which forms part of the Council Plan. The Adopted Budget 2022/23 includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Adopted Budget 2022/23 can be accessed online through the Monash City Council website.

Certification of the Performance Statement

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



DANIEL WAIN (CPA)
Principal Accounting Officer

Dated: 12 October 2022

In our opinion, the accompanying performance statement of Monash City Council for the year ended 30 June 2022 presents fairly the results of Council's performance in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

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

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

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



STUART JAMES
Mayor

Dated: 12 October 2022



TINA SAMARDZIJA
Deputy Mayor

Dated: 12 October 2022



DR. ANDI DIAMOND
Chief Executive Officer

Dated: 12 October 2022

Independent Auditor's Report

To the Councillors of Monash City Council

Opinion I have audited the accompanying performance statement of Monash City Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2022
- sustainable capacity indicators for the year ended 30 June 2022
- service performance indicators for the year ended 30 June 2022
- financial performance indicators for the year ended 30 June 2022
- other information and
- certification of the performance statement.

In my opinion, the performance statement of Monash City Council in respect of the year ended 30 June 2022 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Basis for Opinion I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Councillors' responsibilities for the performance statement The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020* and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the performance statement

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

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

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

MELBOURNE
20 October 2022



Travis Derricott
as delegate for the Auditor-General of Victoria





Section SIX

Financials



FINANCIALS

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Certification of the Financial Statements

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



Principal Accounting Officer
DANIEL WAIN (CPA)

Dated: 12 October 2022

In our opinion, the accompanying performance statement of Monash City Council for the year ended 30 June 2022 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

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

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

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



STUART JAMES
Mayor



TINA SAMARDZIJA
Deputy Mayor



DR. ANDI DIAMOND
Chief Executive Officer

Dated: 12 October 2022

Independent Auditor's Report

To the Councillors of Monash City Council

Opinion	<p>I have audited the financial report of Monash City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2022 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2022 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report


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

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

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

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

MELBOURNE
20 October 2022


Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the Year Ended 30 June 2022

	Note	2022 \$'000	2021 \$'000
Income			
Rates and Charges	3.1	136,058	118,351
Statutory Fees and Fines	3.2	9,932	7,932
User Fees	3.3	17,532	15,037
Grants - Operating	3.4	22,630	24,644
Grants - Capital	3.4	12,328	8,716
Contributions - Monetary	3.5	11,078	14,399
Contributions - Non-monetary	3.5	4,783	2,502
Net (loss)/gain on disposal of Property, Infrastructure, Plant and Equipment	3.6	568	555
Share of net profit/(loss) of joint operation accounted for by the equity method	6.3	328	(1,791)
Other Income	3.7	1,527	1,219
Total Income		216,764	191,564
Expenses			
Employee Costs	4.1	84,853	83,263
Materials and Services	4.2	79,240	66,452
Depreciation	4.3	30,347	29,257
Amortisation - Intangible Assets	4.4	1,573	1,420
Amortisation - Right Of Use Assets	4.5	1,670	1,648
Finance Costs - Leases	4.6	161	191
Other Expenses	4.7	714	663
Total Expenses		198,558	182,894
Surplus for the year		18,206	8,670
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net Asset revaluation increment	9.1 (a)	261,448	118,818
Total Other Comprehensive Income		261,448	118,818
Total Comprehensive result		279,654	127,488

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

Balance Sheet

As at 30 June 2022

	Note	2022 \$'000	2021 \$'000
ASSETS			
Current Assets			
Cash and Cash Equivalents	5.1	52,879	42,221
Trade and Other Receivables	5.1	17,063	16,604
Other Financial Assets	5.1	31,569	47,077
Non-Current Assets Classified as held for sale	6.1	2,905	2,905
Other Assets	5.2	1,294	904
Total Current Assets		105,710	109,711
Non-Current Assets			
Property, Infrastructure, Plant and Equipment	6.2	3,626,777	3,348,991
Right Of Use Assets	5.7	6,045	7,186
Intangible Assets	5.2	9,356	6,896
Other Non Current Assets		727	741
Investments in joint arrangement accounted for using the equity method	6.3	444	115
Total Non-Current Assets		3,643,349	3,363,929
TOTAL ASSETS		3,749,059	3,473,640
LIABILITIES			
Current Liabilities			
Trade and Other Payables	5.3	17,577	17,768
Trust Funds and Deposits	5.3	14,783	13,418
Unearned Income/Revenue	5.3	4,302	8,520
Provisions	5.4	20,654	20,636
Lease Liabilities	5.7	1,518	1,554
Total Current Liabilities		58,834	61,896
Non-Current Liabilities			
Provisions	5.4	1,347	1,449
Liabilities in joint arrangement accounted for using the equity method	6.3	3,325	3,324
Lease Liabilities	5.7	4,650	5,730
Total Non-Current Liabilities		9,322	10,503
TOTAL LIABILITIES		68,156	72,399
NET ASSETS		3,680,903	3,401,241
EQUITY			
Accumulated Surplus		1,035,811	1,018,386
Reserves	9.1	2,645,091	2,382,854
TOTAL EQUITY		3,680,903	3,401,240

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

Statement of Changes in Equity

For the Year Ended 30 June 2022

	Note	Total 2022	Accumulated Surplus 2022	Asset Revaluation Reserve 2022	Other Reserves 2022	Total 2021	Accumulated Surplus 2021	Asset Revaluation Reserve 2021	Other Reserves 2021
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at beginning of the Financial Year		3,401,241	1,018,386	2,351,100	31,754	3,273,754	1,014,469	2,232,282	27,003
Surplus for the year		18,206	18,206	-	-	8,670	8,670	-	-
Net Asset revaluation increment / (decrement)	9.1	261,448	-	261,448	-	118,818	-	118,818	-
Transfers from Reserves	9.1	-	6,226	-	(6,226)	-	9,004	-	(9,004)
Transfers to Reserves	9.1	-	(7,015)	-	7,015	-	(13,755)	-	13,755
Balance at End of the Financial Year		3,680,903	1,035,811	2,612,548	32,543	3,401,241	1,018,386	2,351,100	31,754

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 2022

	Note	2022 Inflows/ (Outflows) \$'000	2021 Inflows/ (Outflows) \$'000
Cash Flows from Operating Activities			
Rates and Charges		135,312	117,893
Statutory Fees and Fines		9,932	7,932
User Fees		15,878	14,687
Grants - Operating		24,019	22,200
Grants - Capital		8,812	14,550
Contributions - Monetary		11,078	14,399
Interest Received		383	557
Trusts and Refundable Deposits Taken		2,057	728
Other Receipts		968	833
Net GST Refund		9,558	9,605
Employee Costs		(88,156)	(85,836)
Materials and Services		(90,943)	(76,594)
Trusts and Refundable Deposits Repaid		(702)	(844)
Other Payments		(713)	(663)
Net cash provided by operating activities	9.2	37,483	39,447
Cash Flows from Investing Activities			
(Payments for)/Proceeds from Investment (Net)		16,076	(2,000)
Payments for Acquisition of Property, Infrastructure, Plant and Equipment		(41,122)	(39,004)
Proceeds from Sale of Property, Infrastructure, Plant and Equipment		27	784
Net cash used by investing activities		(25,019)	(40,221)
Cash Flows from financing Activities			
Interest Paid - Lease Liability		(161)	(191)
Repayment of Lease Liabilities		(1,645)	(1,597)
Net cash used by financing activities		(1,806)	(1,788)
Net (decrease) increase in cash and cash equivalents		10,658	(2,561)
Cash and cash equivalents at the beginning of the financial year		42,221	44,782
Cash and cash equivalents at the end of the financial year	5.1 (a)	52,879	42,221
Financing arrangements	5.5		
Restrictions on cash assets	5.1		

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

Statement of Capital Works

For the Year Ended 30 June 2022

	2022	2021
	\$'000	\$'000
Property		
Land Improvements	55	143
Buildings and Building Improvements	9,662	14,206
Total property	9,717	14,349
Plant and equipment		
Plant, machinery and equipment	3,178	3,656
Fixtures, fittings and furniture	1,025	193
Computers and telecommunications	6,174	5,348
Library books	1,361	553
Total plant and equipment	11,738	9,750
Infrastructure		
Roads	7,912	5,559
Bridges	19	130
Footpaths and Cycleways	6,553	4,638
Drainage	1,387	1,061
Recreational, Leisure and Community Facilities	8,625	4,478
Waste Management	134	292
Parks, Open Space and Streetscapes	3,791	2,266
Off-street Car Parks	455	369
Other Infrastructure	204	125
Total Infrastructure	29,080	18,918
Total capital works expenditure	50,535	43,017
Less transferred to operating as unable to capitalise from work in progress	(3,739)	(2,882)
Adjusted Balance of Capital Works Expenditure	46,796	40,135
Represented by:		
New asset expenditure	3,548	158
Asset renewal expenditure	41,512	35,243
Asset expansion expenditure	1,948	2,311
Asset upgrade expenditure	3,527	5,305
Total capital works expenditure	50,535	43,017
Less transferred to operating as unable to capitalise from work in progress	(3,739)	(2,882)
Adjusted Balance of Capital Works Expenditure	46,796	40,135

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 2022

NOTE 1 OVERVIEW

INTRODUCTION

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

STATEMENT OF COMPLIANCE

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

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

SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Accounting

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

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

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

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

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

- » The fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- » The determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- » The determination of employee provisions (refer to Note 5.4)
- » The determination of landfill provisions (refer to Note 6.3)
- » The determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- » The determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.7)
- » Whether or not AASB 1059 Service Concession Arrangements: Grantors is applicable
- » Other areas requiring judgements.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 1 OVERVIEW (Cont'd)

SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

(b) Impact of COVID-19

Early in the 2021/22 financial year, the COVID-19 pandemic continued to impact on Council's operations. Under lockdowns 5 and 6 for Victoria, Council service provision and facilities were impacted by lower patronage and availability. This was particularly evident at Council's aquatic and recreation centres and Council facilities – reserves and halls. Library services were restricted by closure periods as were the Waste Transfer Station operations. Whilst restricted services realised some expenditure savings from lower employee costs and utility charges, these savings were offset by lower income from fees and charges. Services are still recovering from restrictions and are expected to return towards capacity in 2022/23.

Council has noted the following significant impacts on its financial operations:

- » Revenue reductions – Council's aquatic and recreation centres, Monash halls and Waste Transfer Station operations were restricted under COVID-19 lockdown periods and reduced income from user fees resulted.
- » Revenue foregone – Parking control was also hampered both during and after lockdown periods which saw a large drop in infringement income.
- » Additional costs – Council undertook significant safeguards for additional cleaning at various facilities including setting up 'concierge' check in tracing requirements at all operating facilities during lockdowns. Some debt collection and follow up was also slowed to allow various people to recover from the pandemic effect on the economy.
- » Asset valuations – while land and buildings were revalued during the year there was no direct impact on these assets; only shortages experienced in the supply of materials and availability of contractors to complete contracted project works.

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 2.1 PERFORMANCE AGAINST BUDGET

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

The budget figures detailed below are those adopted by Council on 29 June 2021. 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 2020 and the Local Government (Planning and Reporting) Regulations 2020.

2.1.1 INCOME AND EXPENDITURE

	Budget 2022 \$'000	Actual 2022 \$'000	Variance 2022 \$'000	Variance 2022 %	Ref
Income					
Rates and Charges	136,184	136,058	(126)	-0.1%	
Statutory Fees and Fines	9,314	9,932	618	6.6%	
User Fees	23,659	17,532	(6,127)	-25.9%	1
Contributions - Monetary	8,965	11,078	2,113	23.6%	2
Contributions - Non-monetary	-	4,783	4,783	-100.0%	3
Grants - Operating (Recurrent)	15,672	21,459	5,787	36.9%	4
Grants - Operating (Non-recurrent)	162	1,171	1,009	622.8%	5
Grants - Capital (Recurrent)	829	1,136	307	37.0%	6
Grants - Capital (Non-recurrent)	7,433	11,192	3,759	50.6%	7
Other Revenue	1,106	1,527	421	38.1%	8
Profit from Sale of Assets	-	568	568	0.0%	
Share of net loss of joint operation	-	328	328	0.0%	
Total Income	203,324	216,764	13,440		
Expenses					
Employee Costs	87,721	84,853	2,868	3.3%	9
Materials and Services	76,323	79,240	(2,917)	-3.8%	10
Depreciation	29,680	30,347	(667)	-2.2%	
Amortisation - Intangible Assets	2,223	1,573	650	0.0%	
Amortisation - Right of Use Assets	1,588	1,670	(82)	0.0%	
Finance Costs - Leases	160	161	(1)	0.0%	
Other Expenses	810	714	96	11.9%	
Total Expenses	198,505	198,558	(53)		
Surplus/deficit for the year	4,819	18,206	13,387		

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 2.1 PERFORMANCE AGAINST BUDGET (Cont'd)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	User Fees	User fees income was unfavourable to budget by \$6.13 million. A major component of user fees is income raised at Council's three aquatic and recreation centres. COVID-19 restrictions in the early half of the 2021/22 financial year resulted in lower patronage at each centre. While there were some expenditure savings in casual staffing costs and utility expenditure, the impact was greater on income. Council's Monash Halls income was also impacted by lower patronage and income received as were Council's Waste Transfer Station operations and also building services inspections.
2	Contributions - Monetary	Monetary contributions are favourable to budget by \$2.11 million. This mainly relates contributions from Level Crossing Removal Authority to maintain gifted assets in to the future.
3	Contributions - Non-monetary	Unbudgeted non-monetary asset contributions (\$4.8 million) were received during the year. These include the transfer of infrastructure assets relating to the Level Crossing Removal Authority (LXRA) works and ongoing maintenance agreement - Poath Road Hughesdale to Carinish/Centre Road Clayton. Also, other infrastructure assets in roads, drains, bridges and footpaths were contributed during the year which Council are now required to maintain.
4	Grants- Operating (recurrent)	Operating recurrent grants are favourable to budget by \$5.79 million. The majority of this variance relates to Commonwealth Financial Assistance advance funding of the untied grant allocations for all councils. The Commonwealth determined to advance 75 per cent of funds relating to the 2022/23 allocation into the current year which was received in April 2022. Advance funding was received for both the 'general purpose' and 'local road' components of funding. This amount, added to the current year allocation (remaining 50 per cent funding) has resulted in a favourable variance this financial year. Future years have been budgeted according to the current funding split 25 per cent remaining / 75 per cent in advance.
5	Grants - Operating (Non-recurrent)	Operating non-recurrent grant funding of \$1.17 million was received during the year. This mainly related to remaining COVID-19 grant funding from State Government to stimulate the economy with various initiatives; Youth Services special grant funding and also Community Services specific one-off funding.
6	Grants - Capital (Recurrent)	Council's recurrent capital income of \$1.14 million comprises Roads to Recovery (R2R) and Library reading stream funding. Additional R2R funding was received in 2021/22 which was allocated to specific road projects.
7	Grants - Capital (Non-recurrent)	Non-recurrent capital grants income of \$11.19 million was received. The major component of these funds relates to Local Roads and Community Infrastructure (LRCI) grant funding which was awarded for a variety of projects. Further applications for funding will be required in the future.
8	Other Revenue	Other revenue is favourable by \$0.41 million and includes funding for the Business Energy Saver Program initiative and fee income from the Metropolitan Waste Resource Recovery Group (MWRRG).
9	Employee Costs	Employee costs were favourable to budget by \$2.87 million. This was mainly due to reduced operating conditions under the COVID-19 lockdown restrictions which mainly impacted aquatic and recreation centres and Monash hall usage in the first half of the financial year. There were additional temporary staff requirements due to vacancies / shortages across several programs but this expenditure was more than offset by lower casual staffing costs particularly at Council's aquatic and recreation centres. Staff cost recovery involved with capital works design and also project initiation were also favourable to budget.
10	Materials and Services	Materials and Services were unfavourable to budget by \$2.91 million. This is mainly due to the transfer from the capital works program (\$3.74 million) of expenditure on various projects which could not be capitalised as an asset. Other expenditure components in this category were overall under budget which was a combination of savings and lower operational requirements due to COVID-19 restrictions experienced in the first half of the year.

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 2.1 PERFORMANCE AGAINST BUDGET (Cont'd)

2.1.2 CAPITAL WORKS

	Budget 2022 \$'000	Actual 2022 \$'000	Variance 2022 \$'000	Variance 2022 %	Ref
Property					
Land Improvements	563	55	508	90.2%	1
Buildings and Building Improvements	16,366	9,662	6,704	41.0%	2
Total Property	16,929	9,717	7,212		
Plant and Equipment					
Plant, Machinery and Equipment	3,297	3,178	119	3.6%	
Fixtures, Fittings and Furniture	1,266	1,025	241	19.0%	3
Computers and Telecommunications	5,925	6,174	(249)	-4.2%	
Library Books	1,336	1,361	(25)	-1.9%	
Total Plant and Equipment	11,824	11,738	86		
Infrastructure					
Roads	9,877	7,912	1,965	19.9%	4
Bridges	45	19	26	57.8%	
Footpaths and Cycleways	6,201	6,553	(352)	-5.7%	
Drainage	2,722	1,387	1,335	49.0%	5
Recreational, Leisure and Community Facilities	9,316	8,625	691	7.4%	
Waste Management	286	134	152	53.1%	6
Parks, Open Space and Streetscapes	4,173	3,791	382	9.2%	
Off-street Car Parks	470	455	15	3.2%	
Other Infrastructure	60	204	(144)	-240.0%	7
Total Infrastructure	33,150	29,080	4,070		
Total Capital Works Expenditure	61,903	50,535	11,368	18.4%	
Less transferred to operating as unable to capitalise from work in progress	-	(3,739)	3,739		
Adjusted Balance of Capital Works Expenditure	61,903	46,796	15,107	24.4%	
Represented by:					
New asset expenditure	4,346	3,548	798	7.1%	
Asset renewal expenditure	50,850	41,512	9,338	7.0%	
Asset expansion expenditure	2,386	1,948	438	7.0%	
Asset upgrade expenditure	4,321	3,527	794	7.0%	
Total Capital Works Expenditure	61,903	50,535	11,368		
Less transferred to operating as unable to capitalise from work in progress	-	(3,739)	3,739		
Adjusted Balance of Capital Works Expenditure	61,903	46,796	15,107		

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 2.1 PERFORMANCE AGAINST BUDGET (Cont'd)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land Improvements	The favourable expenditure variance for the year (\$0.51 million) relates to site remediation works at 333 Waverley Road Mount Waverley which will continue into 2022/23. This is for redevelopment of a car park and sale of the balance of land.
2	Buildings and Building improvements	The budget underspends in 2021/22 (\$6.07 million) relate mainly to COVID-19 impacts on the supply of materials and shortages experienced in engaging contractors. The building services renewal program, building fit-out and the building structures renewal program each experienced pandemic-impacted delays and supply shortages. This was the same for a major project at the Mulgrave Reserve pavilion construction (\$2.2 million). The multi-level car park planned for Montclair Avenue in Glen Waverley was abandoned due to the potential impact on properties in the vicinity for the Suburban Rail Loop Authority project (\$1.7 million). The Pinewood Child and Family Hub project, however, was able to progress ahead of schedule towards completion.
3	Fixtures, Fittings and Furniture	While expenditure in this category is favourable (\$0.24 million), there were several projects that neared completion. These included the Library and Gallery furniture and equipment purchases; the Monash Art Gallery acquisitions; completion of security 'swipe' access across various sites; advancement of the MARC Pool accessibility and installation of the boiler and heat pumps at Oakleigh Recreation Centre as part of the ZNCAP (Zero Net Carbon Action Plan).
4	Roads	Budget underspend of \$1.97 million in this category mainly relate to the major construction project at Normanby Street Hughesdale which experienced delays and will be carried forward for completion in 2022/23. Resurfacing - bituminous works and the kerb and channel program were completed for the year, along with other minor reconstructions, including various street reconstructions and the speed hump renewal program.
5	Drainage	Favourable expenditure (\$1.30 million) again relates to project delays and supply shortages mainly for three key drainage projects - Doubell Close Glen Waverley, View Street Clayton and Maureen Street/Kathleen Avenue Mount Waverley, which will be completed in 2022/23.
6	Waste Management	Budget underspend by only \$0.15 million (53.2 per cent) relating to post-closure landfill site remediation which is ongoing and occurs each year as required.
7	Other Infrastructure	Budget overspend (\$0.14 million) relates to the Oakleigh Activity Centre Safe Pedestrian - Safer Roads project which was funding-based and approved after budget adoption. There were also other minor infrastructure projects undertaken.

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 2.2 ANALYSIS OF COUNCIL RESULTS BY PROGRAM

Council delivers its functions and activities through the following programs.

2.2.1 (a) Chief Executive

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

Corporate Services

This division works across the organisation to support departments to deliver services and projects that benefit Monash's diverse community. This entails planning, strategic discussion, continuous improvement, business assurance, risk management, monitoring, reporting and evaluation support. The division manages Council processes regarding Tendering, Contracts and Purchasing. The division coordinates the annual planning and budgeting process, Financial Reporting and Property and Valuation services.

Community Services

This division provides a wide range of customer-

focused services which are relevant, of high quality, responsive to community needs and are accessible to all residents of Monash. It includes Active Monash, Arts and Libraries, Children, Youth and Family Services, Aged and Community Support, and Community Strengthening.

City Development

This division aims to further develop the Council's environment through effective strategic city, environmental and social planning, building control and municipal regulation. It includes City Planning, Public Health and Community Law, Property, Strategic Planning and Economic Development, and Urban Design and Architecture.

Infrastructure

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

2.2.2 Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2022					
Chief Executive	824	35,053	(34,229)	-	-
Corporate Services	150,597	46,407	104,190	6,301	3,749,059
Community Services	21,616	42,384	(20,768)	13,629	-
City Development	12,525	18,817	(6,292)	693	-
Infrastructure	31,202	55,897	(24,695)	14,335	-
	216,764	198,558	18,206	34,958	3,749,059
2021					
Chief Executive	599	21,232	(20,633)	-	-
Corporate Services	141,933	46,357	95,576	7,776	3,473,640
Community Services	21,048	39,006	(17,958)	14,345	-
City Development	10,598	16,488	(5,890)	862	-
Infrastructure	17,386	59,811	(42,425)	10,377	-
	191,564	182,894	8,670	33,360	3,473,640

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES

	2022	2021
	\$'000	\$'000

3.1 RATES AND CHARGES

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the value of the land and all improvements. The valuation base used to calculate general rates for 2021/22 was \$85.871 billion (2020/21 \$82.756 billion). The 2021/22 rate in the dollar for residential was \$0.00150609 (2020/21 \$0.00151350) and for other properties \$0.00174938 (2020/21 \$0.00174115).

General Rates	131,898	127,587
Rate Waiver	-	(12,864)
Pension Rebate	(994)	(858)
Cultural and Recreational	269	258
Supplementary rates and rate adjustments	720	1,455
Recycling and Waste Levy	3,493	2,186
Interest on Rates and Charges	672	587
Total Rates and Charges	136,058	118,351

The date of the latest general revaluation of land for rating purposes within the municipality is 1 January 2021 and the valuation was first applied in the rating year commencing 1 July 2021. Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 STATUTORY FEES AND FINES

Infringements	4,499	3,089
Court Recoveries	890	505
Town Planning Fees	3,413	3,343
Land Information Certificates	207	156
Permits	923	839
Total Statutory Fees and Fines	9,932	7,932

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

3.3 USER FEES

Aged, Health and Children's Services	2,436	2,361
Recreation Fees	5,484	4,163
Waste Transfer Station	2,677	2,427
Building Services Fees	1,847	1,543
Library Fees and Fines	25	26
Bin Charges	2,112	2,028
Lease Charges	317	313
Hire and Rental Charges	413	396
Other Fees and Charges	2,221	1,780
Total User Fees	17,532	15,037

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (Cont'd)

	2022	2021
	\$'000	\$'000

3.3 USER FEES (CONT'D)

User fees by timing of revenue recognition

User fees recognised over time	238	292
User fees recognised at a point in time	17,294	14,745
Total User Fees	17,532	15,037

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

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT

Grants were received in respect of the following:

Summary of grants

Commonwealth funded grants	22,541	17,972
State funded grants	12,417	15,388
Total grants received	34,958	33,360

(a) Operating Grants

Recurrent - Commonwealth Government

Financial Assistance Grants	7,423	5,523
Family and Children	1,444	1,658
General Home Care	7,569	7,543

Recurrent - State Government

Family and Children	335	277
Maternal and child health	1,582	1,787
Libraries	1,292	1,248
General Home care	1,027	880
Youth Services	90	74
School crossing supervisors	580	562
Other	117	371

Total recurrent operating grants

	21,459	19,923
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Non-recurrent - State Government

Community	94	367
Youth services	120	232
Gallery	20	23
COVID-19 Grant Relief	536	3,565
Other	401	534

Total non-recurrent operating grants

	1,171	4,721
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Total operating grants

	22,630	24,644
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Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (Cont'd)

	2022	2021
	\$'000	\$'000

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (Cont'd)

(b) Capital Grants

Recurrent - Commonwealth Government

Roads to recovery	1,115	1,210
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Recurrent - State Government

Libraries	21	21
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Total recurrent capital grants	1,136	1,231
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Non-recurrent - Commonwealth Government

Recreation	90	2,038
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Local Roads and Community Infrastructure (LRCI)	4,900	-
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Non-recurrent - State Government

Buildings and Building improvements	2,351	1,741
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Computers and Telecommunications	45	212
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Fixtures Fittings and Furniture	-	-
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Footpaths and Cycleway	341	457
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Parks and Open space and streetscapes	1,096	445
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Recreational and Leisure and community facilities	2,347	2,266
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Roads	12	282
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Other infrastructure	10	44
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Total non-recurrent capital grants	11,192	7,485
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Total capital grants	12,328	8,716
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Total Grants	34,958	33,360
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(c) Unspent grants received on condition that they be spent in a specific manner

Operating

Balance at start of year	833	1,879
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Received during the financial year and remained unspent at balance date	1,466	833
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Received in prior years and spent during the financial year	(833)	(1,879)
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Balance at year end	1,466	833
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Capital

Balance at start of year	5,241	485
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Received during the financial year and remained unspent at balance date	1,502	5,241
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Received in prior years and spent during the financial year	(5,241)	(485)
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Balance at year end	1,502	5,241
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Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (Cont'd)

	2022	2021
	\$'000	\$'000

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (Cont'd)

(d) Recognition of grant income

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

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

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

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

Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose	5,765	4,211
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	29,193	29,149
Total Grants	34,958	33,360

3.5 CONTRIBUTIONS

Monetary	11,078	14,399
Non-monetary	4,783	2,502
Total Contributions	15,861	16,901

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

Land	1,308	900
Infrastructure	3,351	1,300
Other	123	302
Total Non-Monetary Contributions	4,783	2,502

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

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (Cont'd)

	2022	2021
	\$'000	\$'000
3.6 NET GAIN/(LOSS) ON DISPOSAL OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT		
Land and Buildings		
Proceeds from Sale of Assets	31	174
Sale Cost	-	-
Written Down Value of Assets Disposed	-	(112)
Write back of Revaluation on Assets Disposed	(11)	196
Gain on Disposal of Land and Buildings	20	258
Plant and Equipment		
Proceeds from Sale of Assets	1,563	637
Written Down Value of Assets Disposed	(581)	(321)
Gain on Disposal of Plant and Equipment	982	316
Infrastructure		
Written Down Value of Assets Disposed	(434)	(19)
Loss on Disposal of Infrastructure and Plant and Equipment	(434)	(19)
Total		
Proceeds from Sale of Assets	1,594	811
Write back of Revaluation on Assets Disposed	(11)	196
Written Down Value of Assets Disposed	(1,015)	(452)
Total Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant and Equipment	568	555

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

3.7 OTHER INCOME

Investment Interest	396	332
Other Income	1,131	887
Total Other Income	1,527	1,219

Interest is recognised progressively as it is earned.

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

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 4 THE COST OF DELIVERING SERVICES

	2022	2021
	\$'000	\$'000
4.1 (a) EMPLOYEE COSTS		
Salaries and Wages	71,466	70,441
Work cover	1,340	1,162
Casual staff	5,999	4,652
Superannuation	7,541	6,823
Fringe Benefits Tax	356	316
Long Service Leave	1,376	2,427
Other Employee Related costs	1,088	869
	89,166	86,690
Less: Amounts capitalised (non-current assets constructed by Council)	(4,313)	(3,427)
Total Employee Costs	84,853	83,263

4.1 (b) SUPERANNUATION

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	383	435
	383	435

Employer contributions at payable date

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,677	3,476
Employer contributions - other funds	2,930	2,695
	6,607	6,171

Employer contributions at payable date

	550	217
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Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 MATERIALS AND SERVICES

Waste Management Services	23,490	18,420
Building Maintenance	6,397	6,098
General Maintenance	13,571	11,478
Local Law Services	5,108	4,557
Fleet Management	861	654
Legal Costs	1,773	1,228
General Administration Costs	8,582	7,199
Consultants	2,044	1,357
Utilities	4,043	3,765
Insurance	2,273	2,112
Information Technology	6,054	5,376
Bad and Doubtful Debts	(8)	19
Other	5,051	4,189
Total Materials and Services	79,240	66,452

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

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 4 THE COST OF DELIVERING SERVICES (Cont'd)

	2022	2021
	\$'000	\$'000
4.3 DEPRECIATION		
Buildings	7,048	7,060
Plant and Equipment	5,997	6,080
Infrastructure	17,302	16,117
Total Depreciation	30,347	29,257
4.4 AMORTISATION - INTANGIBLE ASSETS		
Intangible Assets	1,573	1,420
Total Amortisation - Intangible assets	1,573	1,420
4.5 AMORTISATION - RIGHT OF USE ASSETS		
Property	468	467
Gym Equipment	270	249
Waste Contract - Vehicles	736	736
Printers	196	196
Total Amortisation - Right of use assets	1,670	1,648
4.6 FINANCE COSTS - LEASES		
Interest - Lease Liabilities	5.7	161
Total Finance Costs	161	191
4.7 OTHER EXPENSES		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquitals	69	71
Auditors Remuneration - Internal	138	156
Councillor Allowances	507	436
Total Other Expenses	714	663

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 5 OUR FINANCIAL POSITION

	2022	2021
	\$'000	\$'000
5.1 FINANCIAL ASSETS		
(a) Cash and Cash Equivalents		
Cash at bank	2,861	3,202
Cash on hand	18	19
Short term deposits (with a maturity date of 90 Days or less)	50,000	39,000
Total Cash and Cash Equivalents	52,879	42,221
(b) Other Financial Assets		
Term deposits - Current	31,500	47,000
Other	69	77
Total Other Financial Assets	31,569	47,077
Total Financial Assets	84,448	89,298

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

Trust Funds and Deposits (Note 5.3)	14,783	13,418
Statutory Reserves (Note 9 (b))	23,339	22,550
Total Restricted funds	38,122	35,968
Total Unrestricted Cash and Cash Equivalents	14,757	6,253

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

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

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

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 5 OUR FINANCIAL POSITION (Cont'd)

	2022	2021
	\$'000	\$'000
5.1 FINANCIAL ASSETS (Cont'd)		
(c) Trade and Other Receivables		
Current		
Statutory Receivables		
Rates Receivable	9,341	8,593
Parking Infringements	12,453	10,966
Less: Provision for Doubtful Debts	(10,669)	(9,372)
	11,125	10,187
Non-Statutory Receivables		
Sundry debtors	4,197	5,102
Less: Provision for Doubtful Debts	(91)	(100)
New GST Receivable	1,832	1,415
	5,938	6,417
Total Trade and Other Receivables	17,063	16,604

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

In response to the impacts of the COVID-19 pandemic, Council reframed its hardship policy to provide support to the community, including deferral, on application, for rates payments and fees and charges that will help support residents who are living in a new reality. This has had an impact on the balance of rates receivable as at 30 June 2022, increasing by \$0.75 million over 2020/21.

(i) Ageing of Receivables

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

Current (not yet overdue)	4,054	3,527
Past due by up to 30 days	90	1,894
Past due between 31 and 180 days	1,885	1,096
Total Trade and Other Receivables	6,029	6,517

Movement in Receivables Provision for Doubtful Debts

Balance at the beginning of the year	100	85
Provisions adjusted during the year	(9)	15
Balance at the end of year	91	100

Movement in provisions for doubtful debts

Balance at the beginning of the year	9,472	8,069
New provisions recognised during the year	1,288	1,403
Balance at end of year	10,760	9,472

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward-looking information in determining the level of impairment. Bad debts are written off when identified.

(ii) Ageing of individually impaired Receivables

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

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 5 OUR FINANCIAL POSITION (Cont'd)

	2022	2021
	\$'000	\$'000
5.2 NON-FINANCIAL ASSETS		
(a) Other Assets		
Accrued Income	594	237
Prepayments	575	537
Other	125	130
Total Other Assets	1,294	904

(b) Intangible Assets

Software

Gross carrying amount

Balance as at 1 July	12,325
Additions	201
	12,526
Work in Progress	3,832
Balance as at 30 June	16,358

Accumulated amortisation

Balance as at 1 July	(5,429)
Amortisation expense	(1,573)
Balance as at 30 June	(7,002)

Net book value as at 30 June 2021

	6,896
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Net book value as at 30 June 2022

	9,356
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Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 5 OUR FINANCIAL POSITION (Cont'd)

	2022	2021
	\$'000	\$'000
5.3 PAYABLES, TRUST FUNDS AND DEPOSITS AND UNEARNED INCOME/REVENUE		
(a) Trade and Other Payables		
Operating Payables	7,574	9,435
Capital Payables	6,031	5,454
Employee Costs	2,312	1,217
Parking Infringements	1,660	1,662
Total Trade and Other Payables	17,577	17,768
(b) Trust Funds and Deposits		
Refundable Deposits	13,546	12,217
Retention Amounts	547	395
Fire Services Property Levy	584	532
Other Refundable Deposits	106	274
Total Trust Funds and Deposits	14,783	13,418
(c) Unearned Income/Income		
Grants received in advance - operating	1,466	833
Grants received in advance - capital	1,502	5,242
Aquatic Facilities Membership and Learn-to Swim	-	238
Rates Paid in Advance	929	728
Other	405	1,479
Total Unearned Income/Income in Advance	4,302	8,520

Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

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

Purpose and nature of items

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

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

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 5 OUR FINANCIAL POSITION (Cont'd)

	Annual leave	Long service leave	Total
	\$'000	\$'000	\$'000

5.4 PROVISIONS

2022

Balance at beginning of the financial year	(8,141)	(13,944)	(22,085)
Additional provisions	(5,669)	(1,376)	(7,045)
Amounts used	5,895	1,903	7,798
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	(459)	(210)	(669)
Balance at the end of the financial year	(8,374)	(13,627)	(22,001)

2021

Balance at beginning of the financial year	(6,848)	(12,557)	(19,405)
Additional provisions	(5,921)	(2,427)	(8,348)
Amounts used	4,867	1,236	6,103
Decrease in the discounted amount arising because of time and the effect of any change in the discount rate	(239)	(196)	(435)
Balance at the end of the financial year	(8,141)	(13,944)	(22,085)

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 5 OUR FINANCIAL POSITION (Cont'd)

	2022	2021
	\$'000	\$'000
5.4 PROVISIONS (Cont'd)		
(a) Employee Provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	5,617	5,561
Long service leave	1,842	1,874
	7,459	7,435
Current provisions expected to be wholly settled after 12 months		
Annual leave	2,757	2,581
Long service leave	10,438	10,620
	13,195	13,201
Total Current Provisions	20,654	20,636
Non-Current		
Long service leave	1,347	1,449
Total Non-Current Provisions	1,347	1,449

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

Annual leave

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

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

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

Long service leave

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

Key assumptions:

Weighted average increase in costs	2.25%	2.25%
Weighted average discount rates	2.95%	0.27%
Weighted average settlement period	2-5 Years	2-5 Years

5.5 FINANCING ARRANGEMENTS

The Council has the following funding arrangements in place.

Credit card facilities	100	100
Other facilities	-	-
Total facilities	100	100
Used facilities	53	57
Unused facilities	47	43

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 2022

NOTE 5 OUR FINANCIAL POSITION (Cont'd)

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

5.6 COMMITMENTS

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

2022

Operating

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

Capital

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

2021

Operating

Cleaning Services	1,834	1,889	1,028	-	4,751
Domestic Waste Collection	13,858	11,754	38,682	31,609	95,903
Other Operating Services	7,520	5,004	3,931	-	16,455
Printing and IT Infrastructure	3,555	1,879	2,263	-	7,697
Recycling	7,815	8,257	10,226	-	26,298
Repairs and Maintenance	2,421	1,938	141	-	4,500
Supply Meals/Foodstuffs	520	531	-	-	1,051
Traffic and Parking Management	3,128	-	-	-	3,128
Utilities and Fuel	1,696	1,481	3,944	6,187	13,308
Total Operating	42,347	32,733	60,215	37,796	173,091

Capital

Buildings	1,683	75	120	-	1,878
Infrastructure	615	-	-	-	615
Roads	150	-	-	-	150
Total Capital	2,448	75	120	-	2,643

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 5 OUR FINANCIAL POSITION (Cont'd)

5.7 LEASE

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

The contract involves the use of an identified asset.

The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use.

The customer has the right to direct the use of the asset.

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

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

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

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

periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

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

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

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

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

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

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 5 OUR FINANCIAL POSITION (Cont'd)

5.7 LEASE (Cont'd)

	Property	Waste Contract - Vehicles	Gym Equipment	Printers	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Right-of-Use Assets					
Balance at 1 July 2021	624	5,705	744	113	7,186
Additions	333	-	-	196	529
Amortisation Charge	(468)	(736)	(270)	(196)	(1,670)
Balance at 30 June 2022	489	4,969	474	113	6,045

Lease Liabilities	2022	2021
	\$'000	\$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	1,518	1,554
One to five years	4,048	4,456
More than five years	602	1,274
Total undiscounted lease liabilities as at 30 June:	6,168	7,284

Lease liabilities included in the Balance Sheet at 30 June:

Current	1,518	1,554
Non-current	4,650	5,730
Total lease liabilities	6,168	7,284

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 6 ASSETS WE MANAGE

6.1 NON CURRENT ASSETS CLASSIFIED AS HELD FOR SALE

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

	2022	2021
	\$'000	\$'000
Land and Buildings	2,905	2,905
Total Non Current Assets Classified As Held For Sale	2,905	2,905

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

Summary of Property, Infrastructure, Plant and Equipment

Category	Carrying amount 30 June 2021	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers / Adjustments and Write-off	Carrying amount 30 June 2022
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	2,374,472	-	-	248,814	-	-	340	2,623,626
Buildings	234,501	-	-	12,634	(7,048)	-	5,702	245,789
Plant and Equipment	27,735	-	123	-	(5,997)	(622)	6,130	27,369
Infrastructure	700,115	-	4,660	-	(17,302)	(594)	13,080	699,959
Work in progress	12,168	50,535	-	-	-	-	(32,669)	30,034
Total	3,348,991	75,787	4,783	261,448	(30,347)	(1,216)	(32,669)	3,626,777

Summary of Work in Progress

Category	Opening WIP	Additions	Transfer to Operating	Transfers / Adjustments	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000
Buildings	4,531	9,717	(577)	(6,570)	7,101
Plant and Equipment	-	11,738	(1,320)	(9,918)	500
Infrastructure	7,637	29,080	(1,842)	(12,442)	22,433
Total	12,168	50,535	(3,739)	(28,930)	30,034

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 6 ASSETS WE MANAGE (Cont'd)

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont'd)

(a) Land and Buildings	Land - specialised \$'000	Land - non specialised \$'000	Land under roads \$'000	Total land \$'000	Buildings - specialised \$'000	Work in progress \$'000	Total property \$'000
Fair value at 1 July 2021	1,808,359	563,461	2,652	2,374,472	414,552	4,531	2,793,555
Accumulated depreciation at 1 July 2021	-	-	-	-	(180,050)	-	(180,050)
	1,808,359	563,461	2,652	2,374,472	234,502	4,531	2,613,505
Movements in fair value							
Acquisition of assets at fair value	340	-	-	340	5,702	9,717	15,759
Revaluation increment	189,099	59,715	-	248,814	25,670	-	274,484
Fair value of assets disposed	-	-	-	-	(224)	-	(224)
Transfers to Properties for resale	-	-	-	-	-	-	-
Transfers to operating	-	-	-	-	-	(577)	(577)
Reclassification	-	-	-	-	-	(528)	(528)
Transfer from WIP	-	-	-	-	-	(6,042)	(6,042)
	189,439	59,715	-	249,154	31,148	2,570	282,872
Movements in accumulated depreciation							
Depreciation and amortisation	-	-	-	-	7,048	-	7,048
Revaluation increments	-	-	-	-	13,036	-	13,036
Accumulated depreciation of disposals	-	-	-	-	(224)	-	(224)
	-	-	-	-	19,860	-	19,860
Fair value at 30 June 2022	1,997,798	623,176	2,652	2,623,626	445,700	7,101	3,076,427
Accumulated depreciation at 30 June 2022	-	-	-	-	(199,910)	-	(199,910)
Carrying amount	1,997,798	623,176	2,652	2,623,626	245,790	7,101	2,876,517

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 6 ASSETS WE MANAGE (Cont'd)

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont'd)

(b) Plant and Equipment	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecomms	Artwork	Library books	Work in progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Fair value at 1 July 2021	30,436	10,337	6,062	8,454	6,605	-	61,894
Accumulated depreciation at 1 July 2021	(17,673)	(7,996)	(4,101)	-	(4,388)	-	(34,158)
	12,763	2,341	1,961	8,454	2,217	-	27,736
Movements in fair value							
Acquisition of assets at fair value	-	-	-	-	-	11,738	11,738
Contributions	-	-	-	123	-	-	123
Fair value of assets disposed	(3,239)	(101)	(1,202)	-	(757)	-	(5,299)
Transfers to operating	-	-	-	-	-	(1,320)	(1,320)
Reclassification	-	-	-	-	-	(3,788)	(3,788)
Transfer from WIP	3,724	310	679	56	1,361	(6,130)	-
	485	209	(523)	179	604	500	1,454
Movements in accumulated depreciation							
Depreciation and amortisation	3,008	719	1,159	-	1,111	-	5,997
Accumulated depreciation of disposals	(2,638)	(101)	(1,181)	-	(757)	-	(4,677)
	370	618	(22)	-	354	-	1,320
Fair value at 30 June 2022	30,921	10,546	5,539	8,633	7,209	500	63,348
Accumulated depreciation at 30 June 2022	(18,043)	(8,614)	(4,079)	-	(4,742)	-	(35,478)
Carrying amount	12,878	1,932	1,460	8,633	2,467	500	27,870

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 6 ASSETS WE MANAGE (Cont'd)

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont'd)

	(c) Infrastructure	Roads	Bridges	Footpaths	Drainage	Recreational, leisure and community	Traffic management	Parks open spaces and streetscapes	Bicycle paths	Off street car parks	Other infrastructure	Work in progress	Total infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Fair value at 1 July 2021	588,642	5,481	190,080	426,803	35,635	12,879	50,447	10,256	14,517	9,081	7,637	1,351,458	
Accumulated depreciation at 1 July 2021	(251,173)	(2,655)	(129,716)	(196,052)	(12,763)	(4,418)	(27,203)	(3,834)	(8,185)	(7,707)	-	(643,706)	
	337,469	2,826	60,364	230,751	22,872	8,461	23,244	6,422	6,332	1,374	7,637	707,752	
Movements in fair value													
Acquisition of assets at fair value	-	-	-	-	-	-	-	-	-	-	-	29,080	29,080
Contributions	1,254	824	616	677	885	-	-	-	-	404	-	-	4,660
Fair value of assets disposed	(807)	-	(283)	(81)	-	-	-	-	-	-	-	-	(1,171)
Transfers to operating	-	-	-	-	-	-	-	-	-	-	-	(1,842)	(1,842)
Reclassification	-	-	-	-	(472)	-	462	-	9	-	-	638	637
Transfer from WIP	6,726	-	408	175	2,027	211	1,843	1,579	111	-	(13,080)	-	-
	7,173	824	741	771	2,440	211	2,305	1,579	120	404	14,796	31,364	
Movements in accumulated depreciation													
Depreciation and amortisation	5,214	69	2,308	4,208	1,427	573	2,427	331	517	228	-	-	17,302
Accumulated depreciation of disposals	(342)	-	(197)	(38)	-	-	-	-	-	-	-	-	(577)
	4,872	69	2,111	4,170	1,427	573	2,427	331	517	228	-	-	16,725
Fair value at 30 June 2022	595,815	6,305	190,821	427,574	38,075	13,090	52,752	11,835	14,637	9,485	22,433	1,382,822	
Accumulated depreciation at 30 June 2022	(256,045)	(2,724)	(131,827)	(200,222)	(14,190)	(4,991)	(29,630)	(4,165)	(8,702)	(7,935)	-	(660,431)	
Carrying amount	339,770	3,581	58,994	227,352	23,885	8,099	23,122	7,670	5,935	1,550	22,433	722,391	

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 6 ASSETS WE MANAGE (Cont'd)

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont'd)

(f) 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.

Asset recognition threshold and description periods	Depreciation Period	Threshold Limit \$
Land and Buildings		
- Land	Indefinite	1
- Land Under Roads	Indefinite	1
- Buildings	25 - 100 Years	1
- Heritage Buildings	100-250 Years	1
Plant and Equipment		
- Plant Machinery and Equipment	2- 25 Years	1,000
- Furniture, Fittings and Office Equipment	2 -10 Years	1,000
- Art Work	Indefinite	1
- Computer Equipment	3 -5 Years	1
- Library Books	2 -7 Years	1
Infrastructure		
- Roads and Pavements	25-150 Years	1,000
- Footpaths	10-80 Years	1,000
- Bridges	50 - 100 Years	1,000
- Drainage	100 Years	1,000
- Recreational, Leisure and Community	10 - 100 Years	1,000
- Parks, Open Spaces and Streetscape	5 - 100 Years	1,000
- Bicycle Paths	30 Years	1,000
- Off-street Car Parks	25 - 40 Years	1,000
- Traffic Management	20 -25 Years	1,000
- Other Infrastructure	10 - 50 Years	1,000
Intangible Assets	3 -10 Years	1,000
Right of Use Assets	2-10 Years	10,000

Land under roads

Council recognises land under roads post 1 July 2008 at fair value.

(g) Repairs and Maintenance

Routine maintenance, repair costs and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced assets are expensed.

Notes to the Financial Report For the Year Ended 30 June 2021

NOTE 6 ASSETS WE MANAGE (Cont'd)

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont'd)

(h) Depreciation of Property, Plant and Equipment, Infrastructure

Buildings, land improvements, plant and equipment, infrastructure and other assets have limited useful lives and are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

During the financial year, Council reviewed the useful life, and applicable depreciation rates, of all asset classes, in accordance with Australian Accounting Standard AASB 116 "Property, Plant and Equipment". There has been no changes to Useful Life or Threshold Limits.

(i) Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the amount for which the assets could be exchanged subsequent to initial recognition. At reporting date each year, Council reviews the carrying value of the individual classes of assets to ensure that each asset materially approximates their fair value. Where the carrying value materially differs from the fair value, the class of assets is revalued.

Fair value valuations are determined in accordance with a valuation hierarchy, changes to which can only occur if an external change in the restrictions or limitations on the use of an asset result in changes to the permissible or practical highest and best use of the asset.

In addition, Council undertakes a formal valuation of land, buildings and infrastructure assets on a cycle of 2 years. The valuations are performed either by appropriately experienced Council officers or independent experts engaged by Council.

Where assets are revalued, the revaluation increments arising from the valuations are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had previously been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments have been included in the asset revaluation reserve for that class of asset in which case the decrement is debited to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 6 ASSETS WE MANAGE (Cont'd)

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont'd)

	2022	2021
Council	\$'000	\$'000
Specialised land and land under roads is valued using a market-based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5 per cent and 95 per cent. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$36 and \$4,449 per square metre.	2,000,450	1,811,011
Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement cost is calculated on a square metre basis and ranges from \$250 to \$5,800 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 30 years to 250 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.	245,790	234,501
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.	699,958	700,115

(j) Valuation of Property

In accordance with Council policy, a revaluation of land was undertaken as at 30th April 2022. For land and buildings, fair value is market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

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.

Valuation of land and Buildings was undertaken as at 30 April 2022, by a qualified independent valuer William Robbins (CPV) of Herron Todd White Group (API Membership No. 101237).

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Council	\$'000	\$'000	\$'000	
Land	-	623,176	-	30-Apr-22
Specialised Land	-	-	1,997,798	30-Apr-22
Specialised Buildings	-	-	245,790	30-Jun-22
Total	-	623,176	2,243,588	

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 6 ASSETS WE MANAGE (Cont'd)

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont'd)

(k) Valuation of Infrastructure

In accordance with Council's policy a revaluation of infrastructure assets was undertaken as at 30 April 2021.

The review has been undertaken by the Strategic Asset Management Coordinator, Lauren Day - Bachelor of Engineering (Civil)

The valuation is at fair value based on replacement cost less accumulated depreciation as at 30 April 2021.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2022 are as follows:

Council	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Roads	-	-	339,770	30-Apr-21
Bridges	-	-	3,581	30-Apr-21
Footpaths	-	-	58,994	30-Apr-21
Drainage	-	-	227,353	30-Apr-21
Recreational, leisure and community	-	-	23,885	30-Jun-21
Traffic management	-	-	8,099	30-Jun-21
Parks, open spaces and streetscapes	-	-	23,123	30-Jun-21
Bicycle paths	-	-	7,670	30-Jun-21
Off-street car parks	-	-	5,935	30-Jun-21
Other infrastructure	-	-	1,548	30-Jun-21
Total	-	-	699,958	

Reconciliation of Specialised Land

	2022 \$'000	2021 \$'000
Land under roads	2,652	2,652
Parks and reserves and other	1,997,798	1,808,359
Total specialised land	2,000,450	1,811,011

6.3 INVESTMENTS IN JOINT ARRANGEMENT ACCOUNTED FOR USING THE EQUITY METHOD

Regional Landfill Clayton South Unincorporated Joint Arrangement

Under an agreement dated 23 September 1986, the former City of Oakleigh (now vested in the Monash City Council) contracted to purchase a 16.8 per cent interest in the landfill site situated at 654 – 718 Clayton Road, South Clayton from the former City of Camberwell at a cost of \$840,000.

While the site was closed in December 2015, the joint venture continues to manage the site to ensure compliance with relevant environmental standards. Under Clause 2.2 of the purchase agreement, Council receives 16.8 per cent of any net operating surplus and pays 16.8 per cent of any net operating deficit of the operations of the Clayton Landfill venture. Council's share of the operating gain for the year ended 30 June 2022 was \$0.328 million, which has been recognised as an expense in the Comprehensive Income Statement.

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 6 ASSETS WE MANAGE (Cont'd)

6.3 INVESTMENTS IN JOINT ARRANGEMENT ACCOUNTED FOR USING THE EQUITY METHOD (Cont'd)

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 2022 and is included in the Balance Sheet as follows:

REGIONAL LANDFILL CLAYTON SOUTH JOINT OPERATION

Balance Sheet As at 30 June 2022

	2022	2021
	\$'000	\$'000
Current Assets	673	718
Current Liabilities	(1,075)	(2,021)
Net Current Assets	(402)	(1,303)
Non-Current Assets	-	-
Non-Current Liabilities	(16,748)	(17,798)
Net Liability	(17,150)	(19,101)
Contribution-Re Land	1,659	1,659
Retained earnings	(18,809)	(20,760)
Deficit	(17,150)	(19,101)
Share of Monash City Council (16.8%) Movements		
Share in Joint Operation Equity as at 1 July	(3,209)	(1,418)
Share of net (loss)/ profits of joint operation	328	(1,791)
Share in Joint Operation Equity as at 30 June 2022	(2,881)	(3,209)
Represented in Council's Balance Sheet - Equity		
Non-Current Assets - Investment in Joint arrangement accounted for using the equity method	444	115
Non-Current Liability - Investment in Joint arrangement accounted for using the equity method	(3,325)	(3,324)
Net Liability	(2,881)	(3,209)

At the reporting date, the Joint Venture recognised a provision for rehabilitation works which is measured at the present value of the Joint Venturers' best estimate of the costs associated with remediation of the site. Remediation is expected to be completed by 2050.

The calculation of the provision is based on a review of the Annual and planned equipment replacement aftercare costs of the site. These costs have been inflated at 2 per cent per year. The present value calculation uses the Milliman Group of 100 discount rate forecasts for 30 years.

The provision is assessed at the end of each reporting period in order to ensure it accurately reflects the cost of closing and restoring the site.

The provision was initially based on an external assessment performed in 2015. The landfill in its current state, is not yet "settled". A review has been undertaken during the 2020/21 financial year by Mackenzie Environmental Pty Ltd on estimates of future costs to operate the closed landfill site in accordance with the Environment Protection Act 2017 (the Act). The increase in provision relates to the expected post closure maintenance period costs after capping works are completed. The provision is based on the best information available to management at yearend. This indicates aftercare costs of approximately \$1.034 million annually.

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 7 PEOPLE AND RELATIONSHIPS

7.1 COUNCIL AND KEY MANAGEMENT REMUNERATION

(a) Related Parties

Parent entity
Monash City Council

Subsidiaries and Associates

Interests in Regional Landfill Clayton South Joint Operation is detailed in note 6.3.

(b) Key Management Personnel

Key Management Personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Monash City Council. The councillors, Chief Executive Officer and Executive Directors are deemed KMP.

Details of KMP at any time during the year are:

	2022	2021
	No	No
Key Management Personnel - Councillors		
From 1 July 2021 to 30 June 2022		
Councillor Paul Klisaris	1	1
Councillor Stuart James (Mayor from 9 Nov 2021)	1	1
Councillor Shane McCluskey (Deputy Mayor until 8 Nov 2021)	1	1
Councillor Josh Fergeus	1	1
Councillor Lynnette Saloumi (up to 24 Oct 2020)	-	1
Councillor MT Pang Tsoi (up to 24 Oct 2020)	-	1
Councillor Robert Davies (up to 24 Oct 2020)	-	1
Councillor Brian Little (Mayor until 8 Nov 2021)	1	1
Councillor Geoff Lake	1	1
Councillor Theo Zographos	1	1
Councillor Rebecca Paterson	1	1
Councillor Anjalee De Silva	1	1
Councillor Nicky Luo	1	1
Councillor Tina Samardzija (Deputy Mayor from 9 Nov 2021)	1	1
Key Management Personnel - Officers		
Andi Diamond (Chief Executive Officer)	1	1
Danny Wain (Chief Financial Officer)	1	1
Russell Hopkins (Director Community Services)	1	1
Ossie Martinz (Director Infrastructure and Environment)	-	1
Debbie Evelyn Cailles (Director Infrastructure and Environment)	1	-
Peter Panagakos (Director City Development)	1	1
Leanne Wiebenga (Executive Manager - People and Culture)	1	1
Jarrod Doake (Chief Operating Officer)	1	1
Joanne Robertson (Executive Manager, Communications)	1	1
Total Number of councillors	11	14
Total of Chief Executive Officer and other Key Management Personnel	8	8
Total Number of Key Management Personnel	19	22

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 7 PEOPLE AND RELATIONSHIPS (Cont'd)

7.1 COUNCIL AND KEY MANAGEMENT REMUNERATION (Cont'd)

(c) Remuneration of Key Management Personnel

Remuneration of Key Management Personnel	2022	2021
	\$,000	\$,000
Total remuneration of key management personnel was as follows:		
Short-term benefits	2,548	2,316
Post-employment benefits	234	289
Long-term benefits	56	53
Total	2,838	2,658

The councillor and mayoral allowances are required to be set within the range specified by an Order in Council. Under that Order, which identifies three categories of Council, based upon physical size and population, Monash is deemed a Category 3 Council.

Mayor allowance: \$119,316 per annum

Deputy Mayor allowance : \$59,658 per annum

Councillor allowance : \$35,972 per annum

Council also contributes the legislative requirement for 10 per cent superannuation.

The numbers of councillors whose total remuneration from Council and any related entities, fall within the following bands:

	2022	2021
	No	No
\$1 - \$9,999	-	3
\$20,000 - \$29,999	-	3
\$30,000 - \$39,999	8	6
\$40,000 - \$49,999	1	-
\$50,000 - \$59,999	1	1
\$80,000 - \$89,999	1	1
	11	14

Chief Executive Officer and the numbers of KMP's whose total remuneration from Council and any related entities, fall within the following bands:

	2022	2021
	No	No
\$160,000 - \$169,999	-	1
\$170,000 - \$179,999	1	-
\$220,000 - \$229,999	-	1
\$230,000 - \$239,999	1	1
\$240,000 - \$249,999	1	-
\$250,000 - \$259,999	-	1
\$260,000 - \$269,999	1	1
\$270,000 - \$279,999	1	1
\$280,000 - \$289,999	2	1
\$420,000 - \$429,999	-	1
\$480,000 - \$489,999	1	-
	8	8

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- has management responsibilities and reports directly to the Chief Executive; or
- whose total annual remuneration exceeds \$151,000.

The number of Senior Officers are shown below in their relevant income bands:

	2022	2021
Income Range:	No	No
\$151,000 - \$159,999	11	5
\$160,000 - \$169,999	8	13
\$170,000 - \$179,999	8	7
\$180,000 - \$189,999	7	8
\$190,000 - \$199,999	6	-
\$220,000 - \$229,999	1	-
	41	33
	\$,000	\$,000

Total Remuneration for the reporting year for Senior Officers includes all bonuses, termination payments and payments of outstanding leave which amounted to:

7,137 5,603

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 7 PEOPLE AND RELATIONSHIPS (Cont'd)

7.2 RELATED PARTY DISCLOSURE

(a) Transactions with related parties

During the period Council entered into no reportable transactions with related parties.

(b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties: NIL

(c) Loans to/from related parties

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the Council to a related party as follows: NIL

(d) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the Council to a related party are as follows: NIL

NOTE 8 MANAGING UNCERTAINTIES

8.1 CONTINGENT ASSETS AND LIABILITIES

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent Assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

As at 30 June 2022, there are no potential contingent assets.

(b) Contingent Liabilities

Contingent liabilities are:

- » Possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council
- » Present obligations that arise from past events but are not recognised because
- » It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation
- » The amount of the obligation cannot be measured with sufficient reliability

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Landfill

In addition to providing for ongoing rehabilitation and remediation Council's own former landfill sites, there are two sites outside the City of Monash boundary that may incur liabilities. The Heatherton Park landfill in Kingston was managed by the former City of Oakleigh (now City of Kingston). The other site is the former tip site located at Spring Valley Reserve in the City of Greater Dandenong. This site was managed by the former City of Springvale under the overall management of a Regional Group. At balance date Council is unable to accurately assess whether it is liable, validity of the claims or the financial implications of such works and as such, at this time, in each case is unable to accurately measure and recognise as a provision.

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 8 MANAGING UNCERTAINTIES (Cont'd)

8.1 CONTINGENT ASSETS AND LIABILITIES (Cont'd)

Legal Matters

The Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

(c) 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.

	2022	2021		Year Loan
	Outstanding Loan Liability	Outstanding Loan Liability	Guarantee Limit	Commenced
Community Organisation				
Waverley Hockey Club	123,901	149,441	300,000	2011/12
	123,901	149,441	300,000	

8.2 CHANGE IN ACCOUNTING STANDARDS

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2022 reporting period. Council assesses the impact of these new standards. As at 30 June 2022, there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact Council.

Notes to the Financial Report For the Year Ended 30 June 2021

NOTE 8 MANAGING UNCERTAINTIES (Cont'd)

8.3 FINANCIAL INSTRUMENTS

(a) Objectives and Policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables) and payables (excluding statutory payables). Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market Risk

Market risk is the risk that the fair value or future cash flows of 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 2020. We manage interest rate risk by adopting an investment policy that ensures:

- » Diversification of investment product
- » Monitoring of return on investment
- » Benchmarking of returns and comparison with budget.

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

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit Risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- » We have a policy for establishing credit limits for the entities we deal with
- » We may require collateral where appropriate
- » We only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

Notes to the Financial Report For the Year Ended 30 June 2022

NOTE 8 MANAGING UNCERTAINTIES (Cont'd)

8.3 FINANCIAL INSTRUMENTS (Cont'd)

(C) Credit Risk (Cont'd)

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 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity Risk

Liquidity risk includes the risk that, as a result of 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
- » Sets limits on borrowings relating to the percentage of loans to rates revenue and percentage of loan principal repayments to rates 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 on Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

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

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

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

(e) Sensitivity Disclosure Analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months (base rates are sourced from Reserve Bank of Australia):

- » A parallel shift of +1.5% and -1.5% in market interest rates (AUD) from year-end rates of 0.150%.

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 2022

NOTE 8 MANAGING UNCERTAINTIES (Cont'd)

8.4 FAIR VALUE MEASUREMENT

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

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

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

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

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

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

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

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

Impairment of Assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive operating statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

Assessment of the impairment of assets has been undertaken as part of Monash internal work plan and there have been no impairment write-downs in 2021/22.

8.5 EVENTS OCCURRING AFTER BALANCE DATE

No matters have occurred after balance date that require disclosure in the financial report.

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 9 OTHER MATTERS

9.1 RESERVES

(a) Asset Revaluation Reserves	Balance at beginning of reporting period	Revaluation Increment / (decrement)	Adjustments	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
2022				
Property				
Land	2,017,270	248,814	-	2,266,084
Buildings	77,258	12,634	-	89,892
Infrastructure				
Roads and Footpaths	113,238	-	-	113,238
Drainage	130,787	-	-	130,787
Other Infrastructure	9,529	-	-	9,529
Other				
Plant and Equipment	11	-	-	11
Library Books	250	-	-	250
Art Collection	2,757	-	-	2,757
Total Asset Revaluation Reserves	2,351,100	261,448	-	2,612,548

2021

Property				
Land	1,939,920	77,350	-	2,017,270
Buildings	77,454	-	(196)	77,258
Infrastructure				
Roads and Footpaths	118,755	(5,517)	-	113,238
Drainage	83,659	47,128	-	130,787
Other Infrastructure	9,476	53	-	9,529
Other				
Plant and Equipment	11	-	-	11
Library Books	250	-	-	250
Art Collection	2,757	-	-	2,757
Total Asset Revaluation Reserves	2,232,282	119,014	(196)	2,351,100

The asset revaluation reserve is used to record the increased (net) value of Councils assets over time.

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 9 OTHER MATTERS (Cont'd)

9.1 RESERVES (Cont'd)

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
(b) Statutory Reserve	\$'000	\$'000	\$'000	\$'000
2022				
Drainage Reserve	8,267	749	(603)	8,414
Parking Reserve	4,731	(45)	(263)	4,422
Public Open Space Reserve	9,552	6,311	(5,360)	10,503
Total Statutory Reserves	22,550	7,015	(6,226)	23,339
2021				
Drainage Reserve	7,558	1,018	(308)	8,267
Parking Reserve	3,216	1,634	(120)	4,731
Public Open Space Reserve	6,225	11,104	(7,776)	9,552
Total Statutory Reserves	16,999	13,755	(8,204)	22,550

Drainage Reserve

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

Parking Reserve

Currently where a development is considered to increase the parking requirements of a centre the developer is required to pay a predetermined amount per additional parking space required.

Public Open Space Reserve (POS)

The Monash Planning Scheme requires that a person who proposes to subdivide land must make a contribution to the Council for public open space (being a percentage of the land intended to be used for residential, industrial or commercial purposes, or a percentage of the site value of such land, or a combination of both). If no amount is specified, a contribution for public open space may still be required under section 18 of the Subdivision Act 1988. These funds are then used to either upgrade recreational facilities in existing open space areas or provide additional open space in the municipality.

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 9 OTHER MATTERS (Cont'd)

9.1 RESERVES (Cont'd)

(c) Discretionary Reserves	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
2022				
Development Reserve	3,704	-	-	3,704
Superannuation Reserve	5,500	-	-	5,500
Total Discretionary Reserves	9,204	-	-	9,204
2021				
Development Reserve	4,504	-	(800)	3,704
Superannuation Reserve	5,500	-	-	5,500
Total Discretionary Reserves	10,004	-	(800)	9,204

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.

Superannuation Reserve

This is a discretionary reserve to provide funding towards any future call to top up the Defined Benefit category of Vision Super.

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 9 OTHER MATTERS (Cont'd)

9.2 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS

	2022	2021
	\$'000	\$'000
Surplus for the year	18,206	8,670
Depreciation	30,347	29,257
Amortisation - Intangible Assets	1,573	1,420
Amortisation - Right Of Use Assets	1,670	1,648
Net Gain/(Loss) on disposal of Property, Infrastructure, Plant and Equipment	(568)	(555)
Art Donation	(123)	(302)
Land Donation	(1,308)	(900)
Infrastructure Donation	(3,351)	(1,300)
Capitalised Salaries (Note 4.1)	(4,313)	(3,427)
Share of loss from Clayton Joint Venture	(328)	1,791
Finance Cost	161	191
Change in operating assets and liabilities		
(Increase)/Decrease in Receivables	(780)	(2,582)
(Increase)/Decrease in Prepayments	(38)	206
(Increase)/Decrease in Current Refundable Deposits	1,365	(180)
Increase/(Decrease) in Other Liabilities	(4,218)	5,222
Increase/(Decrease) in Payables	(728)	(2,392)
Increase/(Decrease) in Current Provisions	17	4,206
(Decrease)/Increase in Non-Current Provisions	(101)	(1,526)
Net cash provided by operating activities	37,483	39,447

9.3 SUPERANNUATION

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

Accumulation

The Fund's accumulation category, Vision MySuper/ Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2022, this was 10 per cent as required under Superannuation Guarantee (SG) legislation 2021:9.5%).

Defined Benefit

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

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

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 9 OTHER MATTERS (Cont'd)

9.3 SUPERANNUATION (Cont'd)

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 2021, 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 109.8%. The financial assumptions used to calculate the VBI were:

Net investment returns 4.75 per cent per annum
Salary information 2.7 per cent per annum
Price inflation (CPI) 2.25 per cent per annum.

As at 30 June 2022, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022.

"Vision Super has advised that the VBI at 30 June 2022 was 102.2 per cent. Council was notified of the 30 June 2022 VBI during August 2022. The financial assumptions used to calculate this VBI were:

Net investment returns 5.5 per cent per annum
Salary information 2.5 per cent per annum
Price inflation (CPI) 3 per cent per annum

The VBI is used as the primary funding indicator. Because the VBI was above 100 per cent, the 30 June 2021 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 2021 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 2022, this rate was 10 per cent of members' salaries (9.5% in 2020/21). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

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

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound up, the defined benefit obligations of that employer will be transferred to that employer's successor.

Notes to the Financial Report

For the Year Ended 30 June 2022

NOTE 9 OTHER MATTERS (Cont'd)

9.3 SUPERANNUATION (Cont'd)

The 2021 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2021 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2021 (Interim)	2020 (Triennial)
	\$m	\$m
» A VBI surplus	214.7	100.0
» A total service liability surplus	270.3	200.0
» A discounted accrued benefits surplus	285.2	217.8

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 2021.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2021.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2021.

Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

NOTE 10 CHANGE IN ACCOUNTING POLICY

There have been no changes to accounting policies in the 2021/22 year.



Monash Civic Centre | 293 Springvale Road, Glen Waverley, 3150 | 8.30am-5pm | Monday - Friday
Oakleigh Service Centre | 3 Atherton Road, Oakleigh, 3166 | 8.30am-5pm | Monday - Friday
9518 3555 | www.monash.vic.gov.au | mail@monash.vic.gov.au
National Relay Service (for people with hearing or speech impairments) 1800 555 660

Language Assist

普通话	9321 5485	Ελληνικά	9321 5482	廣東話	9321 5481	සිංහල	7005 3002	Italiano	9321 5483
हिंदी	7005 3000	Việt Ngữ	9321 5487	தமிழ்	7005 3003	한국어	9321 5484	Bahasa Indonesia	7005 3001

