



CITY OF  
MONASH

2018/19

# ANNUAL REPORT

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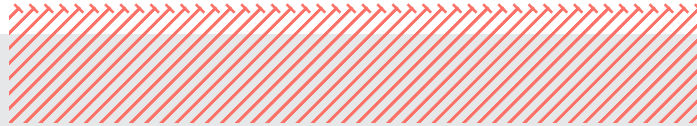
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**Cover image:**

*Acacia pycnantha or Golden Wattle, the floral emblem of Australia, captured in full glorious bloom in one of our bushland reserves. Photo: Han Tran*

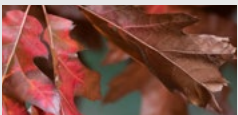
*Annual Report designed by Monash Council Senior Graphic Designer, Fari Malek.*





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**AWARD:**

The 2017/18 Annual Report by Monash Council was awarded a Silver Award for Excellence in the 2017/18 Australasian Report Awards (Local Government).







# SECTION ONE

## HIGHLIGHTS



# WELCOME


**Monash Council is proud to present this 2018/19 Annual Report to our ratepayers, community members and other stakeholders.**


This report provides a comprehensive account of our operations for the 2018/19 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 2017-2021, 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 1989, and submit it to the Minister for Local Government by 30 September.

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:

 [mail@monash.vic.gov.au](mailto:mail@monash.vic.gov.au) or

 9518 3555.



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

**01. 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.

**02. 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.

**03. OUR COUNCIL**

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

**04. OUR KEY STRATEGIC OBJECTIVES**

Details how we have met our four key Strategic Objectives set out in our Council Plan 2017-2021. These are: A Liveable and Sustainable City; Inviting Open and Urban Spaces; An Inclusive Community; and Responsive and Efficient Services.

**05. OFFICIAL STATEMENTS**

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

**06. FINANCIALS**

Detailed account of our Financial Statement for the year.

**INDIGENOUS ACKNOWLEDGEMENT**

Monash Council acknowledges the traditional owners of the land and pays respect to their elders past, present and emerging.

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# OUR PROFILE

# OUR CITY

**Monash is a culturally diverse community in Melbourne's south-east suburbs and is home to more than 200,000 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 Victoria's leading councils, serving a large, established community and we provide a wide range of services to our residents.

## Snapshot of Monash

- » 200,077 residents
- » 73,500 dwellings
- » 50% of our residents speak a language other than English at home
- » Medium weekly income is \$1,508
- » 35% of our residents have a university qualification
- » 17% of our residents take public transport to work
- » 48.9% of our residents were born overseas
- » 35-49 year olds are the largest age group living in Monash
- » 80,375 residents are employed, 60% full time and 38% part time
- » More residents are professionals rather than other occupations
- » 67% of residents travel outside the area to work
- » 21,355 businesses operate in Monash
- » The median house value in Monash is \$1.24 million
- » Health care and social assistance are the largest employment sectors generating 19,461 jobs
- » 36% of households are couples with children
- » \$16.8 billion of goods and services are exported out of Monash annually
- » 19.3% of our residents do voluntary work
- » 8,836 people or 4.8% need help due to a disability.



## Our Vision



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

## Our Mission



Making a difference through commitment, expertise and leadership.

## Our Values



At all levels in our organisation people are expected to demonstrate the following 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 2018/19

**975,596**

people visited our libraries



**178**

playgrounds and

**82**

sportsgrounds maintained

**\$2.5 million**

was provided through Council's Annual Grants Program

**29,692**

people in Monash volunteer for an organisation or group

**200,077**

people live in Monash

**10**

listening posts were held to hear residents' ideas for improving their neighbourhoods



**671**

full time equivalent staff employed by Council

**\$41.6 million**

was spent on capital works projects



**1,550 km**

of on-road pathways  
and 54 kilometres of  
off-road pathways  
maintained



**50%**

of our residents  
speak a language  
other than English  
at home

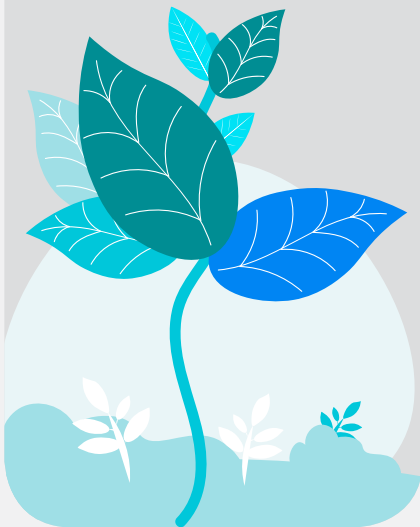
**1,659,685**

people  
attended  
our leisure &  
aquatic  
facilities



**105,353**

trees, shrubs and  
ground covers  
were planted



**30,403**

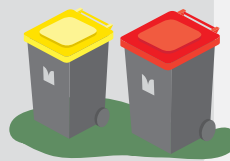
kilograms of paint  
collected as part  
of the Paintback  
recycling scheme

**35,900**

square metres  
of footpath were  
upgraded

**67,211**

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



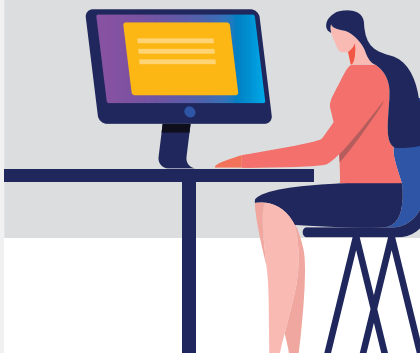
**206,406**

calls  
answered  
in the  
contact  
centre



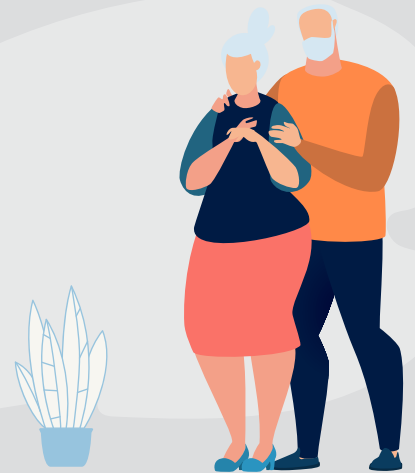
**1,444**

planning  
applications  
were  
received



**3,843**

residents accessed the  
Commonwealth Home  
Support Programme





# PERFORMANCE HIGHLIGHTS FOR 2018/19

Council listed four Major Initiatives to be achieved in 2018/19 in its Council Plan (2017-2021). All four initiatives were achieved.

There were a total of 44 actions listed in Council's Annual Plan in 2018/19. Of these, 42 were achieved and two are progressing.



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

MAJOR INITIATIVE	STRATEGIC OBJECTIVE	RESULT
Sportsground renewal program. Complete the redevelopment of the Holmesglen Sports Ground.	Inviting open and urban spaces	<b>Achieved:</b> Works were completed on the \$826,000 redevelopment of Holmesglen Reserve in Ashwood to improve the playing surface of the rugby pitch. The works will significantly improve drainage and drought tolerance with the installation of the new turf surface and a highly efficient irrigation system. Work started in early September 2018 and took approximately four months to complete. The ground was re-opened for general community recreation use in May 2019.
Progress redevelopment of the Oakleigh Recreation Centre & Waverley Gymnastics Centre.	Inviting open and urban spaces	<b>Achieved:</b> The \$24.4 million redevelopment of the Oakleigh Recreation Centre & Waverley Gymnastics Centre is progressing. The project includes the construction of five new indoor multi-purpose courts, gymnasium upgrade and conversion of the existing stadium to a regional level gymnastics facility for the Waverley Gymnastics Centre. Detailed plans and costings for the project were completed in December 2018 and tenders were called between January and March 2019. In May 2019, Council awarded the tender to APM Group and works began in June 2019 with site establishment, site boundary fencing, investigative works, demolition and basic services set out. The project is expected to be completed by October 2020.
Progress the reconstruction of Atherton Road, Oakleigh (Warrigal Road to Clyde Street).	Inviting open and urban spaces	<b>Achieved:</b> The \$5.8 million project to improve the streetscape along Atherton Road between Warrigal Road and Clyde Street, Oakleigh started in September 2018 and included: <ul style="list-style-type: none"> <li>» New widened footpaths with granite paving and a new asphalt road surface</li> <li>» New street lighting</li> <li>» Improved stormwater drainage with water sensitive urban design to minimise street tree root problems</li> <li>» Indented and modified parking bays.</li> </ul> The remaining works, including asphalt resurfacing, traffic signals, understorey planting, lighting and bollard installation at Eaton Mall will be completed by late 2019.
Minimum 90% of agreed Capital Works Program delivered annually.	Responsive and efficient services	<b>Achieved:</b> Council delivered 97.6% of its Capital Works Program in 2018/19 which was well above the target of 90%. The capital works spend was \$41.6 million.

## Challenges in 2018/19

### » **Refund of parking infringements**

In February 2019, Council decided to refund parking fines paid by some motorists between 2006 and 2016 to drivers who sought a review of their fines under the Infringements Act 2006, but did not have their fine withdrawn.

Council had served infringement notices for parking and related offences through its enforcement contractor who had carried out this process for more than 20 years, in accordance with the Attorney General's and Council guidelines. The contractor issued and reviewed fines under this process.

However, in 2006 the Infringements Act was introduced. Council believed at the time that it was still able to continue contracting out the review function to a third party, but the introduction of the Act had altered Council's ability to do this and meant the final decision of the review should not have been outsourced, and that Council rather than its contractor should have decided on the review.

Even though fines were issued correctly and there is no question as to whether the right decision was made on the review Council's view is that some of the reviews were consequently not valid as the final decision on the review had been made by the contractor as opposed to Council. As a result, Council decided it was obliged to refund those fines that may have been dealt with incorrectly under the Act.

There were about 27,170 fines affected at a cost of around \$2.6 million. The funds will come from Council savings and there will be no charges introduced to pay for the refunds.

- ### » **Recycling**
- Recycling continues to be a major challenge for Councils across Victoria. Although Monash was not directly affected by the closure of two recycling facilities by the Environment Protection Authority, as our recyclables are sent to Visy, the volatility of the industry is a cause of concern for all Councils. Monash supported the Victorian Auditor General's Office (VAGO) in its audit on Reprocessing and Recovering Resources from Waste and the Municipal Association of Victoria's Rescue our Recycling Action Plan which set out five key actions each level of government needed to take to help resolve the recycling crisis.


The VAGO audit endorsed Councils' recycling efforts and released an extensive list of recommendations aimed at State Government agencies to help assist in better recycling, whilst the MAV Action Plan identified the need for strong leadership and increased investment by governments, greater regulation of the recycling industry, plus more responsibility to be placed on businesses to generate less waste.

The MAV also called on the State Government to provide funding relief to cover Councils' costs incurred by the plant shutdown.

### » **Non-compliant wall cladding on buildings**

The issue of combustible cladding on buildings remained a significant challenge for Councils across Victoria. Following the Lacrosse building fire at Docklands in 2014 and the tragic fire at Grenfell Tower in London in June 2017 the Victorian Government established the Victorian Cladding Taskforce to investigate the extent of non-compliant external wall cladding on buildings statewide, and make recommendations for improvements to protect the public and restore confidence that building and fire safety issues are being addressed appropriately.





Monash was one of five Councils to step forward and participate in the pilot program that commenced the work of the Taskforce. Council had already been undertaking its own work in relation to flammable cladding locally and actively sought to be included in the pilot program established by the State Government. It felt participation in the pilot program would put us ahead in managing the risks and issues associated with combustible cladding and allow buildings that had non-compliant cladding to be assessed and dealt with more quickly. The vast majority of building permits that are affected by this issue were issued by Private Building Surveyors, not Council officers, as is allowed since deregulation of the building permit process in the 1990s.

On 10 October 2018, the Victorian Building Authority was declared as the Municipal Building Surveyor (MBS) by the Minister for Planning for 12 extreme risk rated buildings and on 15 March 2019 the VBA was declared MBS for another 19 high risk rated buildings within the municipality, a total of 31 buildings. The VBA now takes the lead on these for action on compliance and Council continues to assist them in resolving an outcome for these buildings.

Council remains responsible for a remaining 35 buildings identified through the pilot program.

Council also continues to proactively identify any additional buildings in the Municipality where there is a possibility that they contain combustible cladding. The VBA investigates any referred buildings that are currently under construction.

» **Illegally dumped waste at clothing donation bins** This has presented an ongoing challenge so in April 2019 Council decided to introduce a Permit for Clothing and Recycling Bins from 1 July 2019. All charities and recyclers that currently have bins on Council owned or managed property were asked to apply for this permit.

While recognising that clothing, charity and recycling bins are an important way for people to recycle and divert materials away from landfill, unsightly and illegally placed bins were a cause of concern for Council and the community.

As part of the new arrangement everyone must apply for a permit but charities that prove they are registered under the Charities Act and hold current membership of the National Association of Charitable Recycling Organisations (NACRO) are not charged a permit fee.

» **Meals on Wheels contamination** Council was advised by the Department of Health and Human Services on 22 February 2019 that listeria had been detected in some products provided by our Meals on Wheels contractor. Around 200 residents use the service every week with numbers varying on different days.

Our Meals on Wheels participants were advised to place any meals they had stored or frozen in a rubbish bag which was collected and disposed of by Council staff. Replacement meals from another supplier were immediately provided to residents by Council and no residents went without a healthy alternative. The residents were also reimbursed for the cost of the meals and alternative arrangements were made to ensure residents received new meals from an alternative supplier until the issue was resolved.

## Looking ahead

to 2019/20

- » The \$24.4 million project to redevelop the Oakleigh Recreation Centre is the most significant project to be undertaken by Council in more than 20 years. This redevelopment will transform the existing centre into an outstanding integrated multi-purpose sports precinct, featuring five new indoor multi-purpose courts, a gymnasium upgrade and conversion of the existing stadium to a regional level gymnastics facility for the Waverley Gymnastics Centre
- » The introduction of a new Food and Green Waste Recycling Service to reduce food waste going to landfill. The program will help reduce landfill and greenhouse gases, and provide valuable composting for Victorian agriculture. This project was strongly supported by the community during consultation for Council's Waste Management Strategy (2017-2027) \$3.2 million to fund improvements to recreational, leisure and community facilities to encourage our residents to become more active. Projects include: \$1.2 million for upgrades to the Princes Highway Reserve West sportsground; completion of lighting upgrade works at Scammell Reserve (\$260,000) and Mayfield Park Reserve (\$320,000) and \$350,000 for design and construction of the Brentwood Reserve Pavilion with \$3 million for parks, open spaces and streetscapes
- » Monash will continue to have the lowest average rates of all 79 Victorian Councils on a per capita basis. A 2.5% increase in general rate revenue works out to be an additional \$30 over the year for the average residential ratepayer
- » \$4.9 million for road reconstruction and renewal and drainage projects, including the completion of Atherton Road; \$5.6 million on the renewal of Council's footpaths and cycleways in keeping with community expectations; and \$2.1 million to upgrade stormwater infrastructure and drainage
- » Playspace upgrades of around \$900,000 at Evelyn Street Reserve (Clayton); Electra Reserve (Ashwood); Melissa Street (Mount Waverley) and a fantastic sensory playspace with an accessible explorer trail at Wellesley Road (Glen Waverley).







## SERVICES PROVIDED

in 2018/19

Council collected \$119.7 million in rates and charges in 2018/19.

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



Governance & Administration

**\$1.84**

Property Maintenance & Insurance

**\$2.07**

Aged & Disability Services

**\$5.80**

Children, Youth & Family Services

**\$7.78**

Libraries, Arts & Culture

**\$5.67**

Recreation & Aquatic Centres

**\$14.86**

Waste Collection, Street & Public Facilities Cleaning

**\$14.57**

Planning & Building Permits, Economic & Urban Development

**\$5.47**

Local Laws, School Crossings & Food Inspections

**\$7.16**

Engineering & Traffic Management

**\$5.72**

Buildings, Roads, Footpaths & Drainage

**\$19.28**

Parks & Sports Grounds Maintenance

**\$9.78**

# MAYOR'S MESSAGE

It is with great pride that I present Monash Council's 2018/19 Annual Report. The past 12 months have been busy, challenging and full of great outcomes for the community.



Our \$41.6 million Capital Works Program delivered significant improvements, including the redevelopment of the Holmesglen Reserve sportsground (\$826,000), the completion of the Caloola Reserve synthetic tennis courts (\$833,000) and several playspace upgrades, which are highly valued by the community.

It's also exciting that works have started to redevelop the Oakleigh Recreation Centre into an outstanding integrated multi-purpose sports precinct that will also become the new home to Waverley Gymnastics. We expect that the upgrades to the existing centre, including five new indoor basketball courts (also catering for netball and volleyball) will be finished by late 2020.

The significant works to improve Oakleigh's Atherton Road and surrounds have been a major project this year and will continue into 2019/20.

One of the big challenges in local government has been navigating the flow-on effect of the recycling crisis. Many councils across Victoria and Australia have been forced to send their recycling to landfill in the wake of China's ban on accepting some products for recycling and the volatility of the industry. In Monash, we are working towards securing our household recycling collection for the next two years ensuring all recycling material put out by our community goes to a recycling facility.

However, China's ban on some recycling materials resulted in an unexpected net cost in the past financial year to Council of \$1.5 million resulting in the introduction of a limited recycling levy of \$22 per ratepayer to meet these increased costs.

We know that recycling is important to our community and it is critical that our recycling service continue and that items put out for recycling not be sent to landfill.





We've done much work in the areas of community strengthening and capacity building for community groups in the past year. Our popular Community Grants program funded \$2.5 million to 234 groups and services in 2018/19. The recipients represent the diversity that is so valued in Monash and we are immensely proud to support so many wonderful groups whose work makes such a difference in our community.

A standout achievement this year was our advocacy efforts to secure a headspace facility for our young people in Monash. This has been a long campaign backed by dedicated young people, Councillors and staff – a truly collaborative campaign to get this critical service for our young people in Monash. And it's paid off. In March 2019 we found out we'd secured bilateral support from both political parties for a headspace, via the federal members who represent our community. It's an incredible feeling when hard work and a shared passion for making things better for people results in an outcome like this. I look forward to seeing the headspace project progress knowing it will make a real difference in the lives of our young people.

These are just a few of the highlights from an outstanding year. There's more to find out between these pages, I hope you enjoy reading in detail about the improvements we are making to your municipality.

I would like to thank Council's Chief Executive Officer, Andi Diamond, and her hard working team for their efforts in delivering consistently excellent service.

I am confident that the 2019/20 financial year will bring more outstanding achievements and outcomes for our community.

Cr Shane McCluskey  
Monash Mayor



# CEO'S MESSAGE

**We've had some significant challenges this year from different areas that which illustrate the broad role local government has in the day-to-day lives of the communities they serve.**



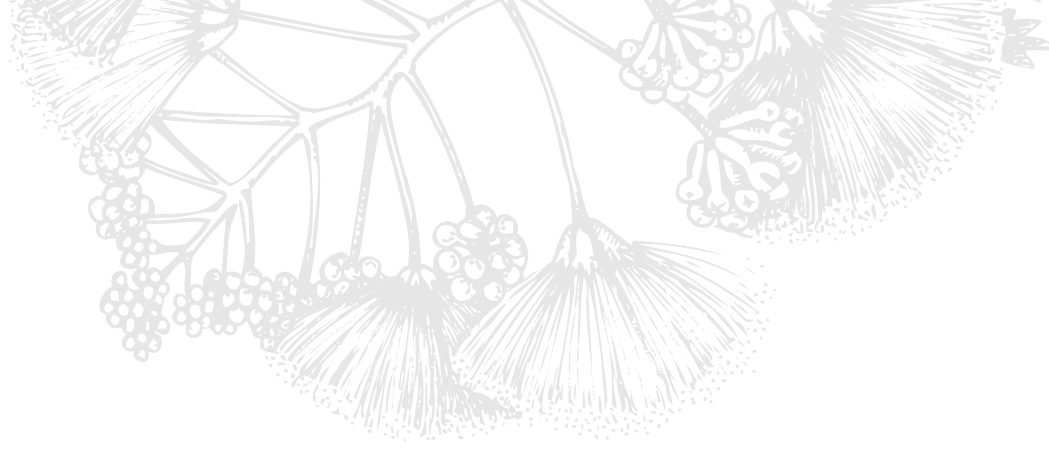
Monash has had an increase in the past few years of people in our community who are experiencing homelessness. Until recently homelessness was an issue that was mainly confined to the CBD and immediate surrounds. It has posed significant challenges for us as we strive to deal compassionately with the homeless with limited access to support networks in our area. We now employ a full-time outreach worker for rough sleepers in the municipality to link them to appropriate support services and we continue to work with government to support those facing these difficulties and find a way forward.

The issues of combustible cladding in buildings and the recycling crisis have been of significant concern. Our recycling continues with provider Visy but the environment continues to remain volatile for many other Councils. It will take a commitment from all levels of government to address this issue in the future.

I'm always excited to see how our Capital Works Program evolves each year and in 2018/19 our \$41.6 million investment in improving infrastructure saw improvements to core services including footpaths, sports facilities and playspaces. These are welcomed by our community and this funding commitment enables us to keep ensuring that Monash is a fantastic place to live, work and play.

I am pleased that Council recorded a strong result from residents for overall satisfaction with Council with a score of 7.3 out of a possible 10 in the 2019 Community Satisfaction Survey undertaken this year, well above the metropolitan Melbourne benchmark of 69. The results put us at equal first with two other Councils.





The satisfaction of our community is of the highest importance to us and I welcome your feedback about how we are doing.

In recognition of Monash as a significant centre for growth in terms of jobs, business and innovation, Council has worked closely with several government departments this past year, and will continue to do so, including the Victorian Planning Authority and the Department of Jobs, Precincts and Regions. Monash is one of several regions identified as a National Employment and Innovation Cluster and requires significant infrastructure investment by government to meet the potential of this key science and research hub.

The community continues to give great support to Council's major annual events, including approximately 25,000 happy attendees at the popular Monash Carols by Candlelight held at Jells Park and 10,000 for the Clayton Festival.

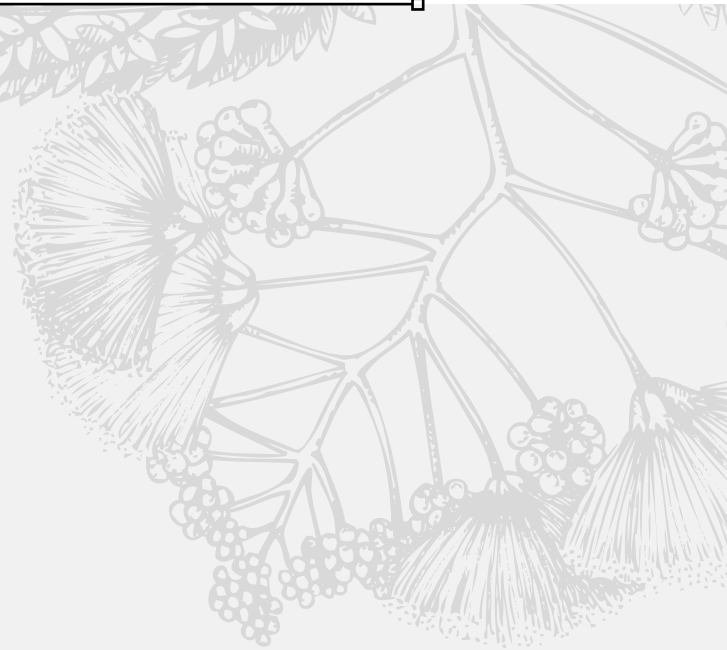
I look forward to continuing to work closely with the community, Councillors and staff to deliver services and strive to support the success of this wonderful city.

Andi Diamond  
CEO



# FINANCIAL SUMMARY

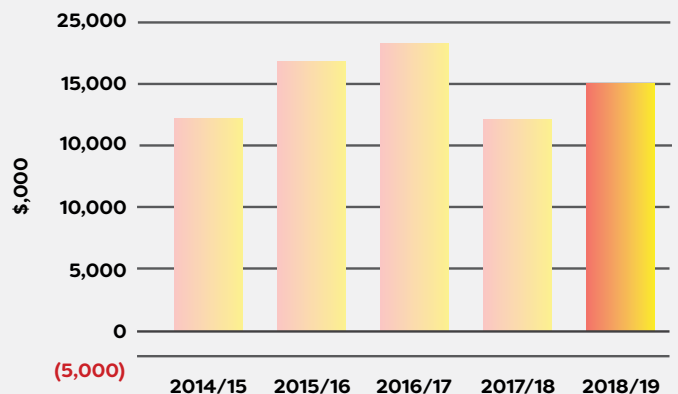
Council has returned an operating surplus of \$19.96 million, an increase of \$3.04 million from the 2017/18 result of \$16.92 million. We maintained a debt free status and a positive Working Capital Ratio at 237%.



## Operating Position

Council's comprehensive result of \$133 million is a decrease on the previous year's result of \$300.7 million. This result includes other comprehensive expenditure of \$153.2 million related to the revaluation of land & infrastructure assets. Council's 2018/19 operating surplus of \$19.96 million (before the revaluation decrement) is \$6.07 million better than the budgeted position of \$13.89 million.

### Surplus/ (Deficit)





## Highlights and Variances

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

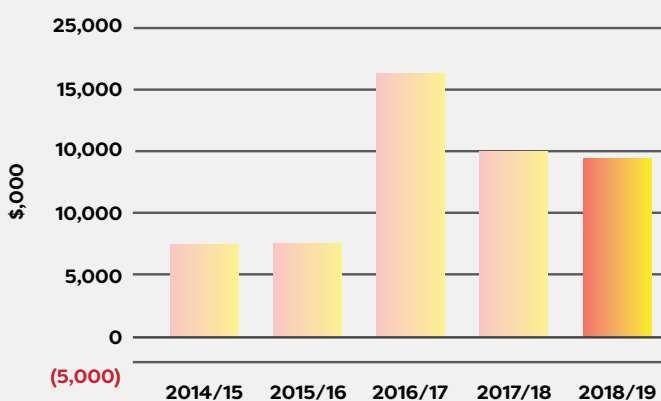
### Additional cash revenues:

- » Higher than anticipated Public Open Space contributions (\$3.27 million)
- » Operating grants are higher than budget due to the advance receipt of \$2.13 million from the Victorian Grant Commission allocation for 2019/20
- » Capital grants favourable variance than budget of \$4.8 million mainly due to the addition of the Safe System Road Infrastructure Program (SSRIP) \$3 million joint TAC and VicRoads project to upgrade high risk roads.

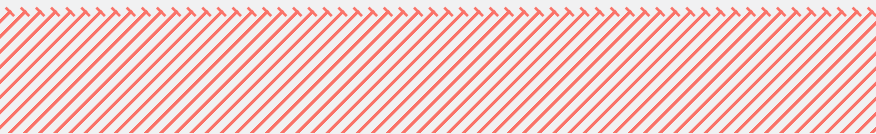
### The increased revenue/savings are offset by the following negative budget variances:

- » Employee costs higher than budget (\$2.12 million). This increase is mainly due to EBA increases, balance day adjustments (LSL/AL provisions), banding increments and additional grant funded positions \$0.49 million and reflects a 2.8% variance to budgeted expenditure
- » Materials, services and contracts are higher than budget (\$5.17 million) mainly due to expenditure related to the provision of the parking infringement refund matter (\$2.6 million) and a write back of expenditure of \$0.89 million that has been charged to the capital works program that cannot be capitalised.

### Adjusted Underlying Surplus/ (Deficit)



The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a surplus of \$14.39 million.

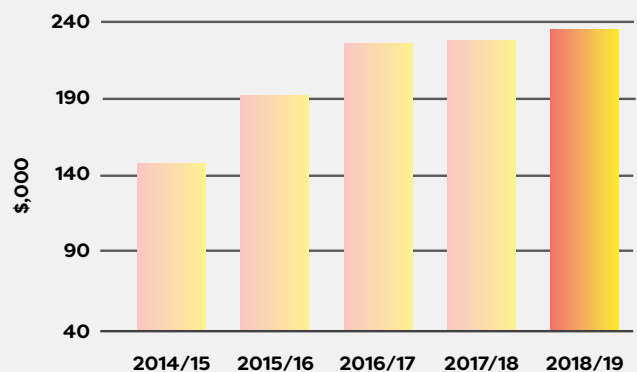


**We have continued to maintain a debt free status, having repaid our loan portfolio of \$11.8 million in 2014/15.**

## Liquidity

Our cash position has improved from a funds balance of \$89.9 million in 2017/18 to \$104 million in 2018/19. Council has also maintained a positive Working Capital Ratio (WCR) at 237%. Council's long term target is to maintain the WCR above 150%. A WCR above 150% indicates that there are no immediate issues with repaying short term liabilities as they fall due. The WCR measures the ability to pay existing liabilities within the next 12 months e.g. a ratio higher than 100% means there are more cash and liquid assets than short term liabilities.

**Working Capital Ratio (WCR)**



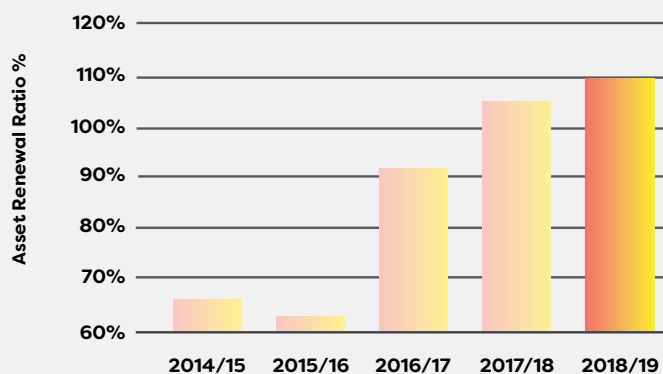


## Obligations

Council's key strategies include the maintenance and enhancement of existing service levels; increased maintenance and asset management of Council facilities and infrastructure, and the funding of both operating expenditure and renewal capital works from recurrent revenue sources, capital subsidies and cash reserves. To bridge the infrastructure gap, Council invested \$39.5 million in renewal and upgrade works during the 2018/19 year.

Council's asset renewal ratio, which is measured by comparing asset renewal expenditure to depreciation, was 110% which is above the expected target of 100%. The longer term asset renewal trend is positive and reflects our aim to bridge the renewal gap by funding more capital works to maintain the city's existing infrastructure.

**Asset Renewal Ratio**



## Stability and Efficiency

In 2018/19 Council resolved to raise its rate revenue by the application of a General Rate using Capital Improved Value (CIV) as the basis of valuation. The General Rate applied to all rateable land. A rate increase of 2.25% was budgeted as forecast in Council's Strategic Resource Plan. Council received \$119.7 million from general rate revenue which included \$0.886 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 2018/19 Council introduced a limited recycling levy to each ratepayer of \$22 per annum (provision of a \$22 waiver to every eligible pensioner), to meet the increased costs to be borne by Council due to the China ban on receiving recycled materials. This levy raised \$1.48 million to cover these additional costs.

Council's actual average rate per residential assessment of \$1,428 compares favourably to Councils in the metropolitan area. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 62.73% for the 2018/19 year which is toward the top end of the expected target band of 40%-80%. This reflects the extent of Council's reliance on rate revenues to fund ongoing services.





# CAPITAL WORKS Overview

Council continued its focus on capital works in 2018/19 spending \$41.6 million to deliver new and improved infrastructure across the city. This compared with \$41.7 million spent in 2017/18.

There was a major emphasis on upgrading community infrastructure and improving local roads, footpaths, cycle paths, drainage and planting street trees.

## The overall spend included

- **\$9.5M** on building works
- **\$14.8M** on roads, cycling and footpath works
- **\$3M** on recreational, leisure and community facilities
- **\$3.9M** on computer and telecommunications technology
- **\$3M** on parks, open spaces and streetscapes
- **\$1.9M** on drainage.

**Below is a snapshot of the projects undertaken.**

## **Roads, footpaths cycle paths, drainage and street trees**

- » \$2.5 million worth of projects under the joint TAC, VicRoads and Council Safe System Road Infrastructure Program project to improve cyclist and pedestrian safety along three strategic cycling corridors and at the Oakleigh Activity Centre
- » \$4.6 million to reconstruct Atherton Road in Oakleigh along with the associated drainage and footpath replacement, plus the planting of new street trees
- » Renewal works for footpaths (\$4.1 million), kerbs & channels (\$1 million) and road resurfacing (\$1.1 million)
- » Design and construction of 32 drainage projects (\$1.9 million)
- » Implementing Council's Street Tree Strategy (\$250,000).

## **Community infrastructure**

- » Oakleigh Recreation Centre tender awarded and construction commenced on the \$24.4 million redevelopment (\$1.4 million was spent in 2018/19)
- » Community halls renewal and improvement works at Southern Reserve Community Centre, Brandon Park Community Centre, Black Flat Community Centre, Jordanville Community Centre, Notting Hill Hall, Clayton Hall, Fregon Hall, Hughesdale Hall and French Street House (\$1.97 million)
- » Plant and fleet renewal (\$3.1 million)
- » \$1.45 million worth of playground upgrades including completion of works at Adrian Street, Chadstone; Catherine Avenue, Mount Waverley; Dennis Street, Clayton; Galbally Reserve, Hughesdale; Glen Waverley North Reserve and Mannering Drive, Glen Waverley
- » Opening of the refurbished Mount Waverley Community Centre and Youth Centre (\$664,000)
- » Opening of Columbia Park Pavilion (\$1.3 million) and a \$900,000 upgrade of the pavilion at Pinewood Reserve
- » The synthetic tennis courts at Caloola Reserve (\$995,000) were completed, along with the design of the new pavilion which will commence in 2019/20
- » Holmesglen Sports Ground renewal (\$826,000)
- » Ongoing renewal of Monash's library collection (\$1.28 million).

# MAJOR PROJECTS

## > Headspace win

The five year campaign by Council and local youth to open a headspace youth mental health service in Monash has come to fruition with the Federal Coalition Government announcing in March 2019 that it would fund headspace in Monash if re-elected at the Federal Election (held on 18 May 2019).

This followed a commitment from the Federal Labor Opposition in October 2018 in the lead up to the election.

This is a huge win for the Monash Young Person's Reference Group who, with support from Council and organisations like Link Health and Community, campaigned long and hard for this important service to support the mental wellbeing of young people up to the age of 25.

Their campaign included gathering more than 4,000 postcards signed by the community in support of a headspace, and the 'Raise Your Hand 4 Monash Youth' campaign featuring a powerful video of young people speaking about the effect of mental health issues on the youth of Monash.

Over the years there has also been a number of meetings between Mayors, young people and Federal politicians, including a trip to Canberra to meet with the ministerial advisor for the Minister for Health.

The headspace service will make an enormous difference in the lives of young people in Monash, assisting them to live happier and healthier lives and reach their full potential.

## > Construction begins on redevelopment of Oakleigh Recreation Centre

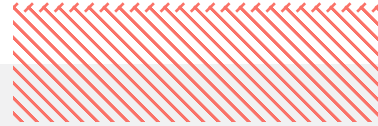
Council awarded the tender for the \$24.4 million redevelopment of Oakleigh Recreation Centre to APM Group (Aust) in May 2019 and works commenced in June.

This is the biggest project Council has undertaken in more than 20 years and will see the transformation of the existing centre into an integrated multi-purpose sports precinct, featuring five new indoor multi-purpose courts, a gymnasium upgrade and conversion of the existing stadium to a regional level gymnastics facility for the Waverley Gymnastics Centre.

The project is a joint collaboration between State and Federal Governments, Council and the Waverley Gymnastics Centre.







## > Atherton Road upgrade

A \$5.8 million project to improve the streetscape along Atherton Road between Warrigal Road and Clyde Street, Oakleigh started in 2018/19. The project was in response to feedback from the community calling for improvements to this area of the Oakleigh Activity Centre.

### Work started in September 2018 including:

- » New widened footpaths with granite paving and a new asphalt road surface
- » New street lighting
- » Improved stormwater drainage with water sensitive urban design to minimise street tree root problems
- » Indented and modified parking bays.

As part of these works, Council assessed the health of the trees on the road to see whether any had invasive roots. A total of 13 trees were identified on Atherton Road between Warrigal Road and Atkinson Street that required removal due to their invasive roots.

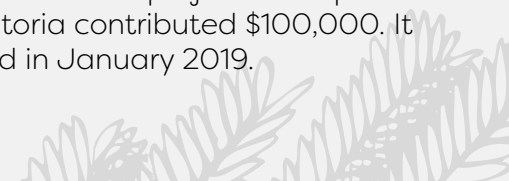
It was Council's intention to retain the majority of the trees but due to the damage being caused to underground infrastructure by their complex root system, this was not possible. Replantings were scheduled for July 2019.

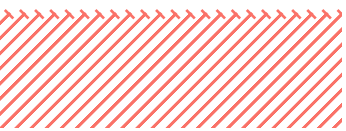
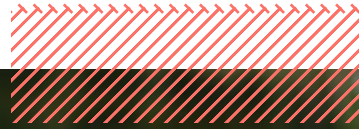
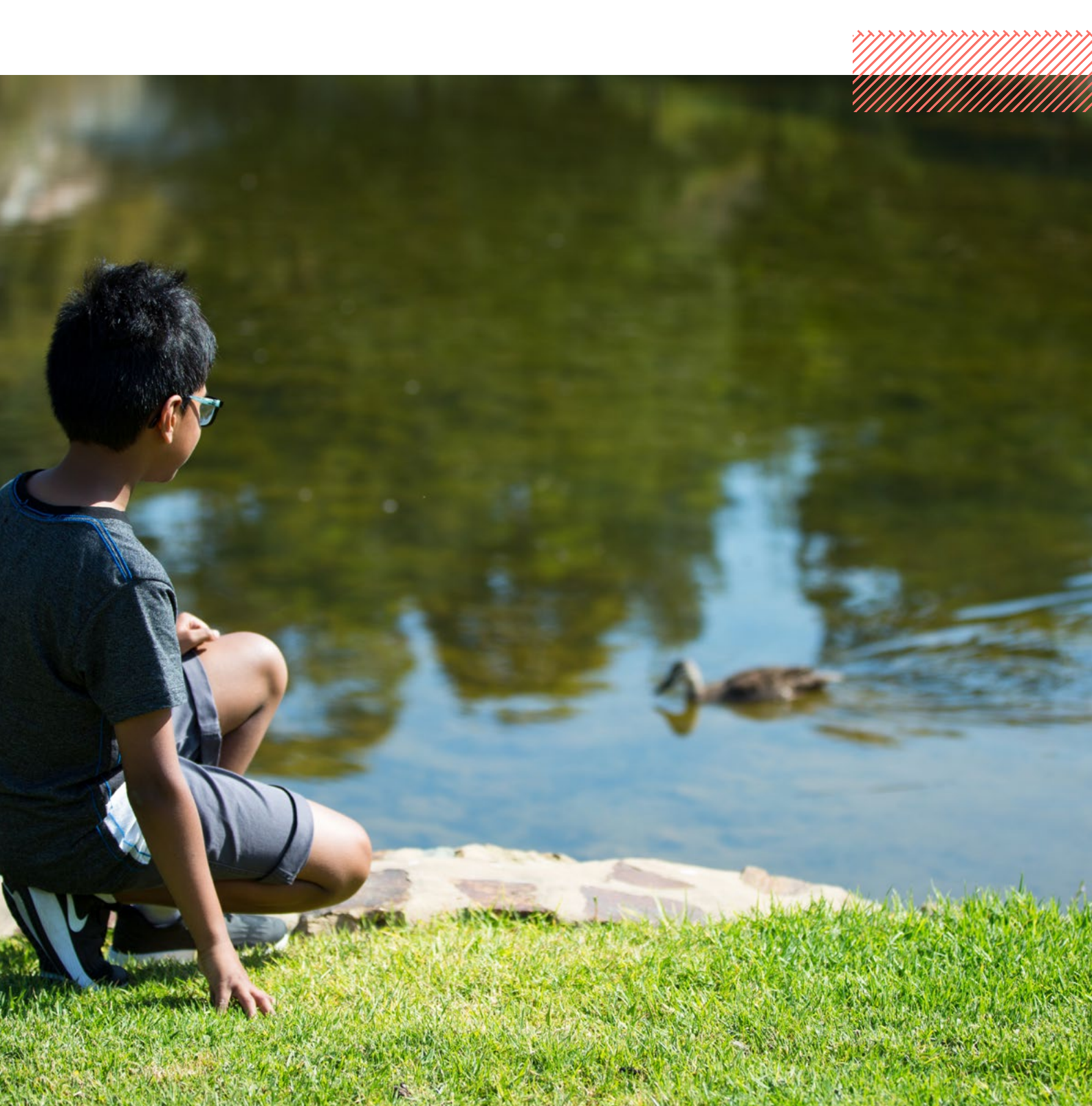
## > Major sporting upgrades

Council continued to improve local sporting facilities in 2018/19 in line with our commitment to encourage our residents to stay active.

### The following projects were undertaken:

- » Eight new synthetic grass tennis courts were opened at Caloola Reserve, Oakleigh in January 2019. They were stage one of a major redevelopment of the reserve. The second stage of the project, scheduled to be completed by the end of 2020, includes a new multi-sport pavilion, car parking and Hot Shot tennis courts/ basketball half court. The State Government has contributed \$800,000 towards the project
- » A major upgrade of Holmesglen Reserve in Ashwood started in September 2018 with the installation of the new turf surface and irrigation system designed to improve the playing surface. While the ground is closed for sporting use for up to 12 months, it was re-opened for general community recreation use in May 2019. The project cost \$826,000
- » A new \$2.1 million sports pavilion has been constructed at Columbia Park, Wheelers Hill which includes unisex change rooms, umpires change rooms, a large kitchen and kiosk serving area and a multi-purpose community meeting space. It has delivered significant benefits for the two tenant sporting clubs which between them have 538 members. Council contributed \$1.8 million and the Victorian Government contributed \$300,000. The project was completed in January 2019
- » A \$900,420 upgrade of the Pinewood Reserve pavilion in Mount Waverley which involved upgrading the external building façade and creating new female friendly player and umpire amenities. Council funded \$800,420 of the project and Sport Recreation Victoria contributed \$100,000. It was completed in January 2019.





## > Montclair multi-level car park

Council is proceeding with plans for a proposed multi-level car park in Montclair Avenue, Glen Waverley resulting from cash in lieu contributions from traders who were able to make a cash contribution toward the provision of car parking as opposed to providing car parking on their own land. Whilst not all permits have been acted upon and the final numbers are as yet unknown, it is currently envisaged that the new car park will provide a minimum of 1,004 spaces, including 499 new car parks. The design of the car park will be adaptable where levels are able to be added or deleted prior to construction and additional levels to the maximum heights envisaged under the Glen Waverley structure plan could be added in the future.

Following community support for the project through consultation held in November and December 2018, Council decided that the car park would not only meet Glen Waverley's future car parking needs, but the removal of 99 on-street parking to reduce traffic in Kingsway would allow for the revitalisation of the Glen Waverley Activity Centre to further enhance the thriving dining, retail and shopping precinct.

The 99 car spaces will be incorporated in the new Montclair multi-level car park.

Consultants were invited to tender to prepare the detailed design for this development. Council was expected to award a tender in August 2019.

## > Protecting our 'garden city' character

Council adopted the Monash Urban Landscape and Canopy Vegetation Strategy in October 2018 to protect the 'garden city' character of Monash.

**Extensive community consultation was undertaken between May and August 2018 to give residents an opportunity to provide their feedback on the strategy which has the following key outcomes:**

- » A target of 30% canopy vegetation cover by 2040. Monash's tree canopy is currently 22% which is lower than neighbouring municipalities of Whitehorse (23%), Stonnington (25%) and Boroondara (28%)
- » Identifying the existing and referred landscape character types
- » The possible introduction of planning scheme controls and/or a new local law to protect significant trees and canopy trees
- » Guidelines to maximise the retention of mature trees on private and public land and provide guidance on appropriate plant selection and planting.

**“ A standout achievement this year was our advocacy efforts to secure a headspace facility in Monash. ”**



# MAJOR ACHIEVEMENTS

## > Connecting neighbours

Council allocated \$125,000 in its 2018/19 budget to introduce a 'Meet Your Street' campaign to encourage stronger connections between neighbourhoods and to positively impact residents' perceptions of safety within their local neighbourhoods and Monash.

The campaign is being trialed in four small focused precincts in Ashwood, Clayton, Glen Waverley and Wheelers Hill. These areas were selected based on research and feedback gathered in the 2018 Community Satisfaction Survey and 2018 Resilient Youth Survey.

The 'Meet Your Street' project was created by the Monash Community Safety Special Advisory Committee which was chaired by Susan Alberti AC and included representatives from Victoria Police, the Department of Justice, Monash University and Council.

### Activities in 2018/19 included:

- » A target pre-project survey conducted in the four designated precincts
- » A postcard campaign to encourage residents to introduce themselves to their neighbours
- » Council staff visiting residents in the precincts to discuss the project and help plan activities
- » The recruitment of a Project Officer to lead the initiative.

Council was also successful in receiving State Government funding towards the project. The project will be evaluated through post project surveys and community feedback.

## > First Council building named after a woman

Previously known as the Eastern Innovation Business Centre, Eastern Innovation (EI) is home to the first building in Monash to be named after a woman. Council named the second building at EI the Jessie Tait building in honour of Mrs Jessica Tait, a pioneering business woman in Mount Waverley in the early 1900s.

Mrs Tait opened her first shop in Mount Waverley selling sewing items, stationery, postcards, sweets, newspapers and knick knacks. The shop remained open until 1944 and was managed by Jessie's daughters, Blair and Lillie after her death in 1928.

Council is pleased to recognise one of the significant women of Monash with this tribute, particularly as Jessie Tait embodied the entrepreneurial spirit that EI seeks to encourage.

EI was developed by Council to contribute to the next generation of innovators and entrepreneurs across the south eastern region. It is focused on accelerating the commercialisation of innovative ideas and the professional services that support them.

## > We're a Child and Young People Friendly City

Monash has been officially endorsed as a Child and Young People Friendly City (CYPFC) by the Victorian Local Governance Association. Late in 2017, Council began working towards becoming recognised as a CYPFC by actively encouraging and supporting engagement with children and young people across Council, along with developing strategies to ensure that we interact with children and young people as active citizens of Monash.

Some of the activities undertaken include developing a Junior Advisory Group comprising Grade 4 students from schools across Monash who ask Councillors' questions.

A dedicated newsletter is now produced for children and young people, written by a committee made up of children and young people living or studying in Monash. We have had great feedback from those who have accessed the newsletter.

Council's commitment to being a CYPFC supports the Victorian Child Safe Standard number 7 – Strategies to promote the participation and empowerment of children. Becoming a CYPFC is also a key focus of Council's 2017–2021, A Healthy & Resilient Monash: Integrated Plan.

## > Pick My Project funding

Five projects in Monash were awarded funding in 2018 under the State Government's Pick My Project program. They were:

- » Community Robotics Lab – Oakleigh South Primary School (\$200,000)
- » Youth Mental Health First Aid – Rotary Club of Glen Waverley and Monash Youth Services (\$200,000)
- » Community fitness stations and running track – Mount View Primary School (\$198,000)
- » Health and Wellbeing Dance Classes – Life Gate Church, Waverley Road (\$20,000)
- » Monash Community Harvest – The Corner Store Network (\$70,000).

More than 40 Monash-based community groups applied for a share of the \$30 million funding the State Government made available for sporting and recreation infrastructure upgrades, community arts projects, improvements to community facilities, social initiatives and the local environment.

The community was then asked to vote on the projects it wanted to see funded. The Youth Mental Health First Aid project received, a joint initiative of Rotary Club of Glen Waverley and Council's Monash Youth Services received the second highest number of votes and is being delivered to the community.



## **Improving pedestrian and cycling safety on our roads**

Council has been working with TAC and VicRoads through the Safe System Road Infrastructure Program (SSRIP) to introduce safety improvements for cyclists and pedestrians. Improvements are being rolled out along two strategic cycling corridors from Syndal to Clayton Railway Stations via Monash University, and along Scotchmans Creek Trail from Atkinson Street, Oakleigh to Crosby Drive, Glen Waverley. Various pedestrian safety treatments have also been implemented within the Oakleigh Activity Centre. The projects are fully funded by the State Government's \$100 million Safer Cyclists and Pedestrian Fund.

The Syndal to Clayton project is in three sections from Waverley Rail Trail at Dorgan Street to the southern end of Lawrence Road; along the east side of Forster and Gardiner Roads to Monash University; and from the University down Browns Road and Kanooka Grove to Carinish Road and Clayton Railway Station.

The works include new shared pathways, three new sets of pedestrian lights (Forster Road, Dandenong Road and Carinish Road); an upgrade to existing traffic lights; a new section of contraflow bike lane and road safety improvements to provide a low-stress cycling

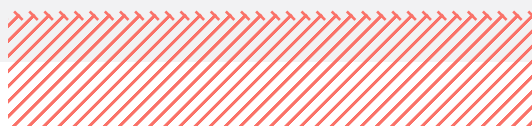
environment. The expected cost for the local road component of the project, including design and construction, is around \$2.2 million.

The Scotchmans Creek Trail project included raised path crossings at local roads along the shared pathway, two new sets of pedestrian lights (Atkinson Street and Waverley Road) and other road safety improvements. The local road component of the project is around \$500,000.

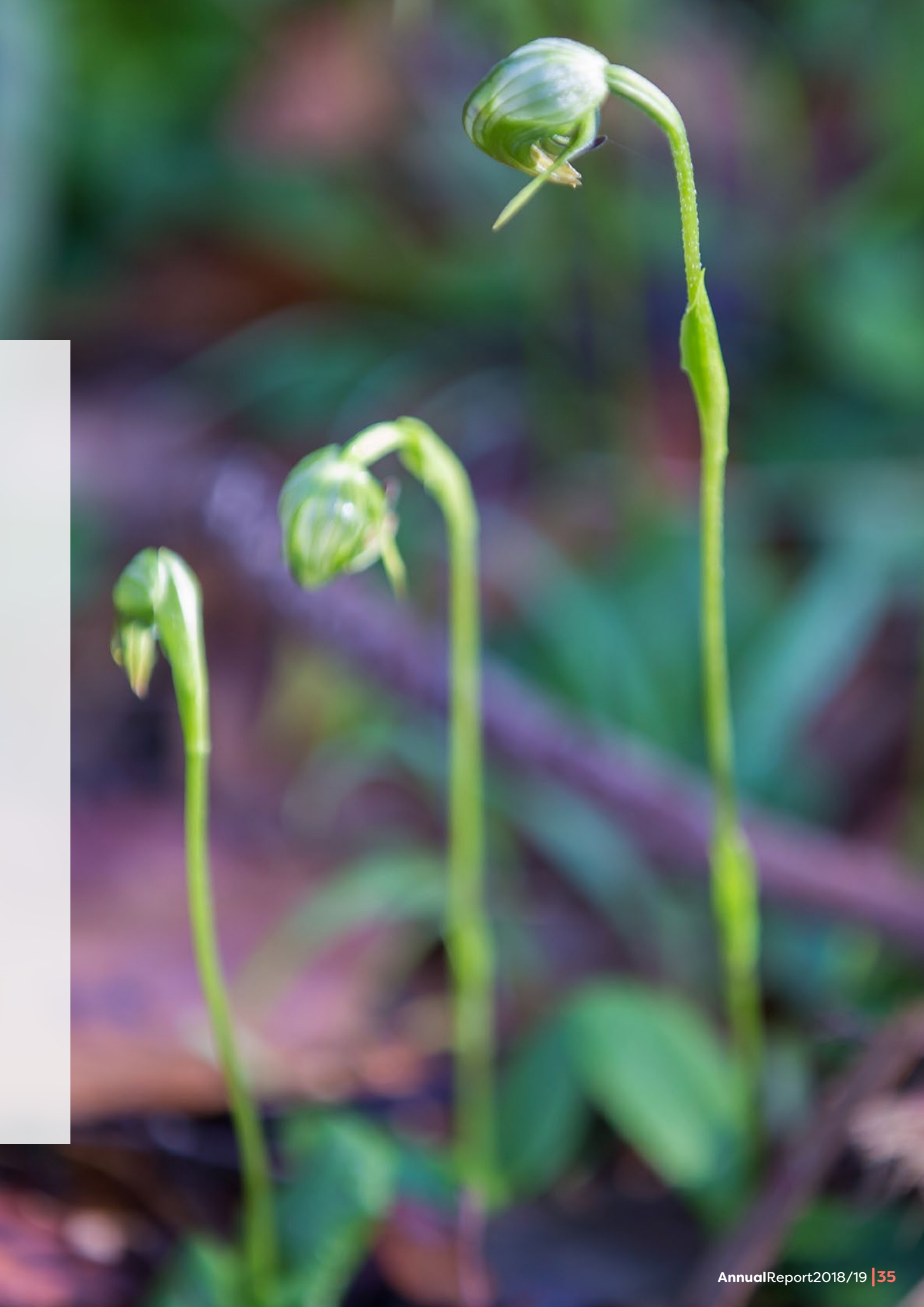
### **The following is a summary of the works funded in Monash under the SSRIP program in 2018/19:**

- » Six new sets of pedestrian signals
- » Three new pedestrian crossings across slip lanes on Forster Road
- » Two new sets of pedestrian flashing lights in Oakleigh
- » Around 2.3 kilometres of shared paths
- » Eleven raised intersections
- » Ten raised crossings
- » Eight road humps
- » Other traffic and safety treatments

These projects will provide our community with improved connectivity to public transport interchanges, increased pedestrian and cycling pathway options, and a safer environment for pedestrians.









# SUSTAINABILITY INITIATIVES

## > Urban Biodiversity Strategy

Monash's first overarching 10-year strategic implementation plan to guide the protection, management and enhancement of Council's biodiversity assets was adopted in November 2018.

The Urban Biodiversity Strategy provides a framework to guide protection of these assets and is closely linked to the vision of the Environmental Sustainability Strategy 2016-2026, which is to create 'An innovative and environmentally sustainable garden city: resilient, diverse and thriving.'

### The strategy's key objectives are to:

- » Increase community understanding, active engagement and appreciation of biodiversity
- » Enhance biodiversity through revegetation and protection of remnant vegetation
- » Collaborate with other public land managers to create broad scale biodiversity gain
- » Proactively reduce biodiversity threats
- » Identify ecological baseline/indicators to monitor and assess environmental conditions
- » Strengthen biodiversity policy and legislation.

The development of the strategy provided the opportunity for Council's Sustainable Monash and Horticulture teams to collaborate on community engagement and bushland protection activities under the Green Shoots program which brings together our work with schools, community and early learning under the Gardens for Wildlife program, Skink Link project, and our work with Friends groups.

## > Educating the community

Council runs a number of events each year to educate the community about sustainability.

### In 2018/19 these included:

- » A number of planting events including the Skink Link Project that involved planting 800 plants to create habitat for the Southern Water Skinks. The project aims to bring back the water skink and other wildlife to Scotchmans Creek
- » Workshops at Batesford Hub covering topics including worm farming, bee keeping, permaculture, healthy soils, growing edible plants and Indigenous plants and food, learning different ways to swap single-use plastics, reduce rubbish bin by half, tips for making simple and safe personal care and home cleaning recipes
- » Screening of sustainability movies such as *A Plastic Ocean* and *Rubber Jellyfish* to create awareness
- » Waste education for schools and a community tours of the transfer and recycling station
- » Sustainability displays and activities at Monash's major community events and at libraries
- » Solar campaigns and presentations with Positive Charge and Solar Savers to encourage uptake of solar for residents including pensioner homeowners
- » Ten schools participated in the Precious Plastics Project. Council and Monash University engineering students worked with school students in a local plastics recycling project, which demonstrated the future of localised recycling and remanufacturing. Students collected plastics which were made into recycled plastic signs for their schools.





## > **Monash Open Space Strategy**

In October 2018 Council adopted the Monash Open Space Strategy, prepared in response to the community's desire for more open space. It will be used to guide Council in providing open space now and in the future.

The Strategy looks at the changing needs and expectations of current residents and the additional demands that will be placed on the public open space network. The strategy identifies the open space needs of existing and future residents of Monash, gaps in the provision of open space and opportunities to address those gaps.

## > **Protecting our green character**

One of the ways Council protects Monash's green character is through an annual inspection of our street trees. This is undertaken by a qualified arborist with the focus on preserving trees that are healthy and contributing to the amenity and biodiversity of the area.

However, some trees have to be removed to ensure public safety and/or clearance from overhead power lines, or because they are dead, dying or are deemed dangerous. These trees are replaced with a carefully selected species that is both suitable for the location and fits in with the character of the existing trees along the road. This replanting is undertaken during the 2019 Planting Program from June until September.

## > **Green Shoots**

This is Council's overarching community engagement program to deliver on our strategic commitments, increase awareness of biodiversity corridors and the value of trees. It is a partnership between the Sustainable Monash and Horticulture teams.

The idea behind Green Shoots is to grow new knowledge, people, plants, locations, connections and partnerships aimed at current and future generations and in keeping with Monash's 'garden city' aspirations.

Green Shoots connects all generations and cultural and social groups in Monash to our local natural environment, encouraging residents to take a positive, collective responsibility towards stewardship of these important spaces.

The program has been gaining traction in the community and is working towards bringing Council's garden city reputation to life through increased community engagement in biodiversity improvement and awareness programs. Examples include the installation of new bush kinder spaces in two sporting reserves, and an expanded Gardens for Wildlife program to include volunteer garden mentors to support residents and schools to create their indigenous gardens.





## > Solar Savers program

Council partnered with Solar Savers to provide support to eligible pensioners who own their home to access affordable loans for the installation of high quality rooftop solar by a team of professional solar installers.

Through Council's involvement in the Eastern Alliance for Greenhouse Action (EAGA), low income and vulnerable households can install solar, take control of their bills and protect themselves from future price rises. The program is complementary to the State Government Solar Victoria program.

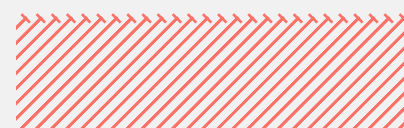
The project has the potential to deliver immediate net savings of at least \$100 per year on electricity costs for large numbers of low income households. The ability of solar PV to provide low cost energy throughout the day means these householders can cool their homes during heatwaves without fear of 'price shock', further protecting a vulnerable sector.

## > New hard waste collection

The new At Call User Pays Hard Waste collection Council introduced from 1 July 2018 has been well received by local residents.

It was introduced as part of a review of Council's hard waste collection which involved extensive community consultation including sending letters to 105,785 residents and ratepayers asking them to choose from two options. Of the 30,900 responses received, 77% chose option 1 which was to maintain the existing service which offered one free pick up a year plus an additional at-call hard waste collection at a cost to the of up to \$143.

In the first 12 months there was a total of 693 At Call User Pays Hard Waste collections.





## > **Mackie Road Sustainability Hub**

In 2018/19 Council retrofitted an existing building at the Wellington Reserve Community Centre in Mackie Road Mulgrave to create the Monash Sustainability Hub which has 10kw of solar, battery backup, a Gardens for Wildlife indigenous garden, safer lighting, new water tanks, interactive energy display and new irrigation.

The hub provides the community with demonstrations and information on how they can make their home more sustainable. Information sessions and workshops are planned on topics such as energy reduction, sustainable gardening, composting and vegetable gardens.

The hub is expected to be launched in September 2019.

## > **Living Melbourne: Our Metropolitan Urban Forest Strategy**

In April 2019 Council endorsed the Living Melbourne: Our Metropolitan Urban Forest Strategy, which meant supporting Living Melbourne's vision, goals and actions and committing to working in partnership with other organisations on board with this strategy towards its implementation.

The metropolitan urban forest in Melbourne is made up of all the trees, shrubs, grasses, soil and water on public and private land across metropolitan Melbourne.

The strategy was led in development by The Nature Conservancy and Resilient Melbourne with input from 32 Metropolitan Councils (including officers from City of Monash) the State Government, statutory authorities and academics.

## > **Environmental upgrades for businesses**

Four Monash businesses have signed Environmental Upgrade Agreements (EUAs) with Council to improve the sustainability of their operations.

Clayton food manufacturing business Tibaldi was the first to sign an EUA on 31 October 2018 to install a \$1.4 million, 1 megawatt roof-mounted solar panel system. It is the largest solar EUA in Victoria and the system will result in annual electricity cost savings for the company of around \$339,000 per year.

Saul Ryan, owner of the building at 1/371-383 Ferntree Gully Road, Notting Hill signed an EUA on 24 May 2019 to install a solar panel system. His building was developed as an extension to Monash University's Notting Hill Campus and has been awarded a high commendation by the Monash World Environmental Day Awards for its sustainable design features.

A second EUA was signed on the same day for a commercial building located in Clayton to upgrade features including LED lighting, window solar film and solar panels.

On 18 June 2019, our fourth EUA was signed for the BMW Waverley site on 579-597 Springvale Rd in Mulgrave (Jowett Properties).

The EUAs allow businesses access to Environmental Upgrade Finance (EUF) which is a type of long-term low interest loan that the owner repays through their Council rates, then Council transfers the repayments to the finance provider.

Council offers access to the EUF program to assist Monash businesses to save utility costs and improve their economic and environmental performance. Council operates this service in partnership with Better Building Finance.

# ADVOCACY CAMPAIGNS

## > Social housing campaign

In August 2018, Council joined a campaign to advocate for improvements to social housing in the lead up to the Victorian State Election in November 2018. The campaign was run by the Eastern Affordable Housing Alliance (EAHA), which includes Knox, Manningham, Maroondah, Monash and Yarra Ranges councils.

A shortfall in social housing is a growing issue in the Eastern Metropolitan Region, with 7,970 families currently unable to access the safe, secure and the affordable housing they need. It is expected this figure will increase to more than 11,400 by 2036 if action is not taken now.

The EAHA Zone In: Real Action on Social Housing campaign called on all Victorian political parties to:

- » Amend the Planning and Environment Act 1987 to include mandatory inclusionary zoning to ensure there is at least 10% social housing on surplus government land and other strategic development sites
- » Deliver a minimum of 11,420 new social housing dwellings in the Eastern Metropolitan Region by 2036, to address current and projected minimum supply shortfalls.

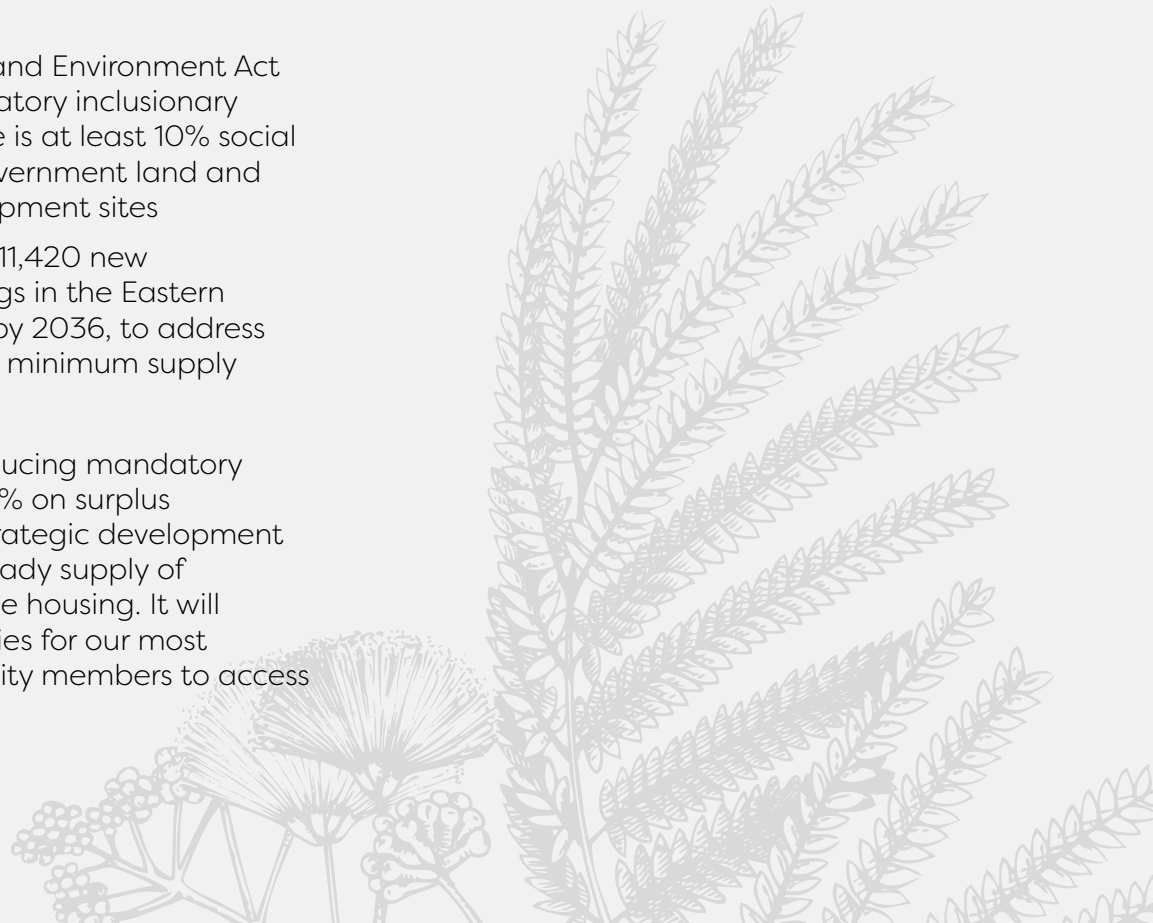
The EAHA believes introducing mandatory inclusionary zoning at 10% on surplus government land and strategic development sites will guarantee a steady supply of new social and affordable housing. It will provide more opportunities for our most disadvantaged community members to access the housing they need.

## > Raise your hand campaign

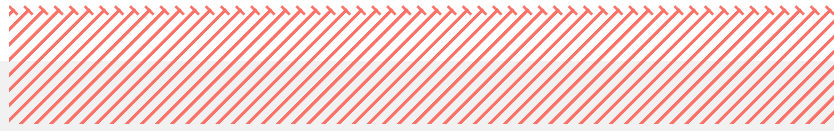
The young people of Monash, together with Council, created a powerful campaign highlighting the urgent need for a headspace youth mental health facility in Monash.

The #RaiseYourHand4MonashYouth #Headspace4Monash campaign featured a compelling video of Monash youth speaking out about the future young people could have if they receive the mental health support they need and how the issues young people face impacts them every day.

Council promoted and supported the campaign urging the community to consider how they would feel if it was their son or daughter or grandchild struggling with a mental health issue.







## > **Advocating for 4-year-old kindergarten funding**

Council joined the I Love Kinder advocacy campaign to push for the Federal Government to pledge to continue its funding for 4-year-old kindergarten beyond December 2019. The campaign was supported by the Municipal Association of Victoria (MAV).

In September 2018, Council lobbied State and Federal Members of Parliament and wrote to the Prime Minister and senior Ministers urging that the Federal Government continue its portion of funding so that children can continue to access 15 hours of 4-year-old kindergarten education.

At the 29 January 2019 meeting, Council voted to continue to support the campaign so all families in Monash would have the ability to send their children to 4-year-old kindergarten to ensure they were school-ready.

The cuts to kinder funding means that families could have to pay \$2,000 in 4-year-old kindergarten costs per child, resulting in some children missing out on this early education.

Monash was one of many Victorian Councils that banded together to provide a united, consistent message that they wanted a commitment from the Federal Government to fund 15 hours of 4-year-old Kindergarten beyond 2019.

## > **Commuters Count**

In the lead up to the November State Election, the Eastern Transport Coalition (ETC) launched the Commuters Count campaign which included a raft of public transport improvement initiatives across all forms of transport including train, bus, road and active transport.

Council supported the campaign which focused on increasing funding and accelerating the delivery of significant bus improvement projects in the eastern suburbs

of Melbourne, including Monash. It called for improved bus coverage and frequency, providing safer access to bus stops and bus interchange upgrades at Glen Waverley and Oakleigh railway stations.

Public transport is crucial to the growth and accessibility of communities. The Eastern Transport Coalition comprises seven Councils in Melbourne's east, including Monash. It advocates on behalf of commuters pushing for access to good connections, quality interchanges and reliable services. Monash Councillor Stuart James is Chair of the ETC.

## > **Back Your Neighbour**

Council is a member of the Back Your Neighbour campaign run by the Local Government Mayoral Taskforce Supporting People Seeking Asylum. The taskforce is made up of a group of Australian councils who are speaking out against Federal Government cuts to the Status Resolution Support Services (SRSS) program, leaving thousands of asylum seeker families facing the real threat of homelessness and destitution.

The SRSS Program provides vital support to individuals and families living in the Australian community while they await a decision about their refugee status. It provides help with the basics of housing, food, clothing, medical services and the costs of putting kids through kinder and school. It also provides access to counselling and mental health support.

The campaign underlines a belief that Australians support each other during hard times and the taskforce is advocating for the Federal Government to do the same. Council asked the Monash community to show their support by signing a petition, writing to their Federal MP and telling others about the campaign.

# ENGAGING WITH OUR COMMUNITY

## > Listening posts

Councillors and senior officers hold regular Listening Posts in the community both on week days and weekends to meet residents and discuss any issues and concerns they have. Council Listening Posts were introduced in 2014 and continue to prove an effective way of communicating with residents and addressing their concerns.

In 2018/19, we held 10 listening posts where more than 580 issues were raised. Council records this feedback to identify important common themes and many of the issues raised have been directly addressed by Council staff in follow up investigations and discussions.

### The listening posts in 2018/19 were held at:

- » Syndal shopping strip
- » Glen Waverley at The Glen Shopping Centre and also at a primary school's Twilight Carnival
- » Oakleigh at the Sunday Trash & Treasure Market
- » Clayton at the University Campus and also beneath the elevated rail on Clayton Road
- » Galbally Reserve, Hughesdale
- » Mount Waverley Shopping Village
- » Brandon Park Shopping Centre
- » Mulgrave at Waverley Gardens Shopping Centre.

## > New app to resolve issues

Council introduced a new app called Snap, Send, Solve in September 2018 for residents to report issues including graffiti, dumped rubbish, overgrown vegetation or footpath obstructions. The free app is available on both iPhone and Android phones.

A total of 2,664 incidents were reported via the app between September 2018 and the end of June 2019. 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 January 2019, Council introduced a Webchat service for residents to interact with customer service staff online. Council responded to 3,285 interactions through Webchat from January to the end of June 2019.

In many instances residents can have their questions answered and issues resolved online instead of having to visit a customer service centre. The new service has received positive feedback.

## > New 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 new 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, Italian 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 25 different areas of Council for a total of 4,377 minutes between January 2019 when the service started and 30 June 2019.

## > Live streaming Council meetings

Council continues to live stream its monthly meetings so people unable to attend can watch online. Meetings have been live streamed since February 2017 as another way of engaging with the community and ensuring that Council operations are open and transparent.

People can watch the meetings live or at a later date as they remain archived on Council's website for at least 12 months. The video is divided into individual agenda items, so people can choose whether to watch particular items of interest or the whole meeting.

In 2018/19, there were 1,105 views of live streamed Council meetings and 1,367 views of the archived file of Council meetings. This compared with 1,667 unique views of live streamed meetings and 3,153 unique views of archive file in 2017/18.

It cost Council \$15,120 to provide this service during 2018/19.

## > Customer Service Guarantee

Council's Customer Service Guarantee reinforces our commitment to provide excellent customer service to our community.

The guarantee has 39 specific targets for Council to meet, ranging from how promptly we answer phone calls to how many metres of footpath we will upgrade each year.

An important part of the guarantee is reporting our results to the community. Regular quarterly updates are provided, plus an annual report on how we performed against the targets.





## 2018 results

In 2018, we achieved 29 of our 39 targets and we came within 3% of achieving an additional six targets. This was slightly less than in 2017 where we achieved 31 of the 39 targets and came within 3% of achieving an additional five targets. We have put plans in place to improve our performance in the areas where we did not reach the targets.

### Some of the targets we achieved were:

#### Customer responsiveness

- » Our Customer Service Centre on average answered 92.3% of telephone calls within 30 seconds, above the 90% target.

#### Sustainable Monash (waste)

- » On average our household waste collection service reported 102 uncollected bins per month, well under the 120 reports expected per month. This target is well above the industry standards
- » On average our household recycling collection service reported 29 uncollected bins per month, well under the 60 reports expected per month. This target is well above industry standards
- » There were 2,652 reports of damaged bins during the year. All bins were repaired within the three to five working day target
- » There were a total of 1,256 new bins requested, all bins were provided to an occupied premise within the two working day target of being requested
- » There were 893 bins reported missing. All were replaced within the two working day target of being reported to Council.

#### Roads and footpaths

- » 16 major potholes on Council roads were reported, all were made safe within the specified timeframe of the 24 hour target. While 44 minor potholes were assessed as non-urgent, and were responded to within the specified timeframe
- » A total of 35,900 m<sup>2</sup> of footpath was upgraded, well over the 18,000 m<sup>2</sup> target.

#### Parks and open space

- » All 136 children's playgrounds were inspected as scheduled to ensure they continue to be safe, clean and usable.

### Some of the areas earmarked for more attention are:

#### Customer responsiveness

- » 94.20% of letters were responded to within 10 working days of receipt which was below the 100% target
- » 91.4% of emails to our central email address were answered within 10 working days which was below the 100% target.

#### Street cleansing services

- » A total of 2,832 reports were received on litter and dumped waste on public land, 2,638 (93%) reports were investigated within one day of being reported to Council, which was below the 100% target.

#### Planning decisions

- » 96.2% of 'simple' planning applications (as determined by the VicSmart application process) were determined within 10 working days, this was below 100% target
- » There has been a significant increase in the number of VicSmart applications received this year, up 47% from 236 application received in 2017/18 financial year to 347 in the 2018/19 financial year. The main reason for the delay in determining some of these applications was negotiations that resulted in mutually beneficial outcomes
- » 75% of all planning applications were determined within 60 days, this was below the 80% target

The unit has achieved a 3% increase in performance compared to last year with the team taking the opportunity to focus on quality outcomes and improved customer service. For the 2015-2018 reporting period turnaround times are progressively improving, which demonstrates the effectiveness of improvements in the delivery of our service.



## ➤ Satisfying our community

Council's Annual Community Survey was undertaken in June 2019. This survey seeks feedback from 800 residents through face-to-face interviews at their homes. The households are randomly selected and spread evenly across the city. The interviews are undertaken by independent researcher Metropolis Research Pty Ltd using bilingual field staff to ensure that the views of our culturally and linguistically diverse community are reflected.

The 2019 report showed that Council has maintained its high scores for community satisfaction with its governance and leadership roles. Overall satisfaction with the performance of Council was 73 significantly above the 69 benchmark for metropolitan councils.

More specifically, we scored 73 for maintaining trust and confidence of the community; 72 for making decisions in the interests of community; 72 for satisfaction with community engagement and consultation and 72 for representing, lobbying and advocating on behalf of communities.

Scores for key service areas and Council facilities, have been trended over time and compared with the metropolitan Melbourne benchmarks to identify key opportunities for improvement. The areas that our community are most satisfied with are: local libraries

and library services (85); waste management (average score 84); Council support of local community organisations, clubs and associations (81) and services for older residents and seniors (80).

Service areas where satisfaction has trended down and large gaps between importance to community and satisfaction scores are car parking and environmental sustainability. Emerging issues requiring Council's attention are street lighting and public toilets.

Several shorter 'pulse surveys' were also completed with residents in September 2018 and January 2019. This research was undertaken for Council by independent researcher, JWS Research, and each involved telephone interviews with 400 randomly selected residents. Resident feedback in all three surveys has been similar.

### **Key themes were used to inform planning for Council's 2019/20 Budget. These themes were:**

- » Car parking
- » Local traffic and pedestrian management
- » Worry about impacts of development and town planning policy
- » Trees (on both public and private property)
- » Street lighting in some areas.

## > Community consultations

### 2018

#### July ● **Urban Landscape and Canopy Vegetation Strategy**

A number of community drop in sessions were held for residents to ask questions about the draft Monash Urban Landscape and Canopy Vegetation Strategy. The strategy looks at what defines Monash's 'garden city' character, what can be done to improve this characteristic and how to balance development and greening of the landscape. The strategy was adopted in October 2018.

#### **Monash Youth Survey**

Youth aged between 10-25 years who live, learn, work or enjoy recreation in Monash were asked in the Monash Youth Survey what matters to them, what their concerns are, and the issues they face. This information is used by Council to plan activities and services that meet the needs of local youth.

#### August ● **Connecting with the Monash LGBTIQ community**

Members of the Monash Lesbian, Gay, Bisexual, Transgender, Intersex and Queer/Questioning (LGBTIQ) community were invited to participate in a consultation to help understand their experiences of living in Monash, including the availability of services, programs, networks and activities. Council also gained a better understanding how to strengthen the recognition, inclusion and understanding of our LGBTIQ residents and an action plan was developed to implement the community's recommendations.

#### **Guidelines for stallholders at Monash events**

Council surveyed stallholders, speakers, and people who had participated in events and festivals in Monash in 2017 to give Council an idea on what guidelines were required for future events. Council presents and supports a number of events each year including Carols by Candlelight, Family Fun Day, Clayton Festival, Chinese New Year, Glendi and Live at Warrawee.

#### September ● **Oakleigh public transport precinct proposal**

The Oakleigh Activity Centre Transport Interchange proposal was released for community feedback. The key themes of the proposal are: to protect and reinforce the qualities and character of the village; encourage better land use and redevelopment in appropriate locations; enhance the transport environment especially at the arrival point; improve the pedestrian environment and connectivity to the station and bus interchange. As well as seeking feedback from the community, Council wrote to the major political parties and their candidates in the 2018 State Election, and to VicTrack, VicRoads, the Oakleigh Traders Association and the operators of Oakleigh Central to seek their feedback on the proposal.

#### **Draft Urban Biodiversity Strategy**

Council called for community feedback on the Draft Urban Biodiversity Strategy at community information sessions and through a survey. The strategy is the first overarching 10-year strategic implementation plan to guide the protection, management and enhancement of Council's biodiversity assets. After considering community feedback Council adopted the strategy at its meeting in November.



## 2018

October

### Community gets behind headspace campaign

Monash residents were encouraged to support the headspace campaign by having their say to local Members of Parliament, the Federal Health Minister and the Prime Minister on the need for this critical youth mental health service in Monash. This followed on from the #RaiseYourHand4MonashYouth campaign. In this campaign young people created a powerful video on how mental health issues affect young people and 40 young people created a unique banner featuring their handprints to symbolise the many young people in Monash reaching out for help and mental health support.

November

### Glen Waverley Activity Centre plans

Residents were asked for their feedback on Council plans to reinvigorate the Glen Waverley Activity Centre to improve car parking and build on the precinct's reputation as a dining, retail and entertainment destination. A key part of this project is the construction a new multi-level car park in Montclair Avenue on the site of the Glendale West car park and community opinion was also sought on this proposal.

### Name for new art space

Council asked the community to submit ideas for a name for the exciting new art space at the revamped Mount Waverley Community Centre. A selection panel chose the name The Track Gallery from a shortlist of suggestions provided by the public.

December

### Mural design

The community was asked for their ideas for the design for a mural on the wall of the Ritchie's IGA Supermarket in Stephenson's Road, Mount Waverley. This was part of the Mount Waverley Murals Project which also saw murals painted on local bus stops. The project was completed in June 2019.









## > Community consultations (Cont.)

### 2019

March

#### ● **Monash Aquatic & Recreation Centre redevelopment**

Council began a needs assessment of Monash Aquatic & Recreation Centre (MARC) in Glen Waverley to ensure it continues to deliver a range of quality aquatic and recreation programs and services aimed at improving community health and activity. The findings of the needs assessment and community consultation, along with audits of the facility, will assist the development of an architectural brief for any potential redevelopment.

#### ● **Clayton PMP Site**

Council called for preliminary community feedback on a plan being developed by the Victorian Planning Authority, in consultation with Council, for the redevelopment of the PMP Printing site on Browns Road and Carinish Road, Clayton. It is envisaged that the site will include residential development, commercial uses and open space.

April

#### ● **Playspace upgrades**

The community was asked for their ideas on what should be included in several playspaces in Monash to make them more interesting and fun for local children. Residents could have their say via online or hard copy surveys. Council considers all feedback when upgrading and designing new playspaces to ensure they meet community expectations.

May

#### ● **Draft Budget for 2019/20**

Council's draft Budget for the 2019/20 financial year proposed a \$64 million capital works program, which will be the largest ever spending on community infrastructure. The projects outlined in the draft Budget were in response to community feedback about the need to continue improving important community infrastructure and assets including playspaces, drains and footpaths, and sporting facilities. Council invited the community comment on the draft Budget to ensure it was what they wanted.

#### ● **Mount Waverley Structure Plan**

Council sought community feedback on a discussion paper prepared for the future planning of the Mount Waverley Activity Centre. The discussion paper outlined the issues and opportunities for the future of the activity centre and the feedback received will be used to inform the preparation of a draft Structure Plan which will be released for community consultation later in 2019.



# BUILDING COMMUNITY CAPACITY

## Community awards

### Sir John Monash Awards

Council acknowledges the selfless men and women 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 2018, we received 41 nominations in the eight award categories. In the 2018 awards, the Active Monash category was amended to recognise individuals volunteering in sports clubs and groups, and the awards ceremony was moved from May to August.

Sakshi Thakur won the overall Sir John Monash Award for Outstanding Leadership and the Inspirational Women's Leadership category. An inspiring young woman, Sakshi began volunteering in Monash as a 17-year-old. She was Chair of the Monash Young Persons Reference Group and began campaigning on numerous issues affecting young people including homelessness, youth mental health and gender equality. She actively contributed towards Council's Gender Equity Committee and played a leadership role in our Empowering Women strategy.

“ Awards recognising members of the local community and honouring Sir John Monash have run since 1998 ”



### The 2018 winners are listed below:

- » Multicultural Champion: Sashi Kochhar
- » Active Monash: Phil Cook
- » Outstanding Advocate of People with Disabilities: Kaye Speed
- » Sustainability Leadership: Venkata Kalva
- » Youth Leadership Award: Wesley Chen
- » Volunteer of the Year: Mohamed Mohideen
- » Inspirational Women's Leadership: Sakshi Thakur
- » Positive Ageing Leadership: Zhang Hu

# SIR JOHN MONASH AWARDS



## Monash Business Awards

The Monash Business Awards have been connecting businesses and celebrating success stories in our business community for more than 25 years. They recognise outstanding local businesses for their success, innovation and hard work. Monash is the second largest employment region outside the CBD with 21,000 businesses in Monash providing more than 135,000 jobs and making a significant contribution to the local and national economy.

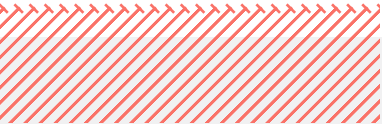
### Winners of the 2018/19 awards were:

- » Business of the Year: Grants of Australia
- » Micro Business: Inchmeal Cafe
- » Health & Wellbeing: Brentwood Gymnastics Club
- » Professional Services: Aus Career Coach
- » Innovation & Technology: Echo Group
- » Not for Profit: Friends of the Children Foundation
- » Transport/Trade/Construction: AI Testing & Tagging.

## > Other awards

The Neighbourhood Matching Grants provide funding to neighbourhood groups for local activities that are inclusive and connect neighbours.





## ➤ Projects building community capacity

### Junior Advisory Group

In 2018, Council launched its first Junior Advisory Group (JAG). This initiative was developed to engage with local children in a manner that is similar to how adult residents are engaged by Council, via regular meetings in the Council Chambers.

The JAG meets twice a year with four schools participating at each session. The Grade 4 students who participate have an opportunity to raise any concerns they may have or ask questions regarding their community to the Councillors attending. Councillors Josh Fergeus, Rebecca Paterson and Theo Zographos participate in the group sessions.

### Mental Health First Aid training

Council Youth Services staff trained school staff and students in Mental Health First Aid, in a joint initiative with the Rotary Club of Glen Waverley to support youth mental health. The training was offered in August 2018 to build community capacity in response to concerns about the mental health needs of young people in Monash.

It provided staff with the skills to respond to students who experience mental health problems or a mental health crisis. Students were taught how to look for warning signs of mental health problems in their friends and to guide them to seek appropriate adult help. Training was provided at Avila College and Glen Waverley Secondary College and more will be undertaken across secondary schools in Monash in 2019/20.

### Playing Fair project funding

Council received \$90,000 in State Government funding to develop and implement a Playing Fair project in Monash between December 2018 and December 2019.

Playing Fair is delivered in playgroups to promote gender equity from an early age. It aims to build the capacity of playgroup facilitators to embed gender equity into their

practice to support children, parents, carers, volunteers and grandparents in their learning and development.

The program promotes the importance of creating respectful relationships through early intervention along with establishing cultural change to prevent violence against women.

### CLUBS promotes gender equity in sports clubs

Council worked with 10 sports clubs in the Community Leaders United by Sport (CLUBS) pilot program which was run in partnership with Monash University and Link Health and Community and funded by Sport and Recreation Victoria.

The program aimed to challenge gender stereotypes and roles to create environments where everyone feels equal and respected, and to increase women's participation in all aspects of sport and recreation including decision making.

Each club nominated 'champions' who took part in focus groups. Feedback from these groups was that clubs must have a positive culture, inclusive values and respectful behaviours to engage female participants. The 'champions' also completed leadership training to build their capacity to make changes in their clubs.

Ashwood Netball Club, Essex Heights Tennis Club, Glen Waverley Junior Cricket League, Harlequin Rugby Club, Mazenod Old Collegians Football Club, Monash Warriors Gridiron, Mount Waverley Bowling Club, Oakleigh District Football Netball Club, Oakleigh Tennis Club and Waverley Hockey Club participated in the program.

### Age Friendly Ambassadors

Our Age Friendly Ambassadors continue to play an important role in the Monash community. The ambassadors were introduced in 2013 to support the implementation of the Age Friendly actions in the Integrated Plan.

There are currently 16 ambassadors some of whom are also members of the Positive



Ageing Reference Group. Monash Social Inclusion volunteers are sometimes also called on to help with initiatives/actions that require extra helpers.

In 2018/19, the ambassadors have been involved in Council's Places to Rest Working Group mapping where they believe Council should add additional places to rest and providing feedback on how we can improve existing places to rest. They also assisted our Urban Design team to walk and scope Central Reserve and provided feedback on the Road Management Plan review. The Parking and Seniors workgroup reviewed how Council communicated parking permits to the community, in particular the disabled parking and green parking permits.

Ambassadors involved in the program say they feel engaged, valued and respected by being included in the decision making process in areas that directly affect them and Council values their input on what matters to seniors in Monash.

### **Monash flexible hours playgroups**

Flexible hours playgroups started at Cabena Child and Family Centre in Oakleigh in April 2018, and an increasing demand saw a second group started at Legend Park in Glen Waverley in March 2019.

The playgroups provide an environment that supports families facing vulnerability by reducing social isolation and offering referral pathways to a variety of services in a non-threatening way. Facilitators of the groups work with families in the service, and at times in their own homes, to support parents with their relationships with their child.

The numbers alone reflect a need for these types of playgroups with 240 families enrolled at Glen Waverley and approximately 960 families enrolled at Cabena. The program is funded by Council with additional funding provided by the Department of Education and Training.

## **> Community grants**


The Monash Community Grants program fosters partnerships with community groups and organisations that benefit the local community. They provide funding to support community groups and organisations to deliver projects, activities and events to strengthen, enhance and benefit the Monash community.

We have one of the largest community grants programs in Victoria and are proud of our commitment to support and value the dedicated community groups and organisations within our city.

In 2018/19, Council allocated around \$2.5 million in cash and in-kind support (such as free use of community halls) to 234 groups and services through the grants program.

The evaluation panel also decided that \$10,787 would be allocated to the Neighbourhood Matching Grants program. This will increase the available funding, for grants of up to \$2,000, provided to small groups of neighbours who band together to make a positive impact on their neighbourhoods.

To find out more about the recipients of Community Grants in 2018/19 visit:

 [www.monash.vic.gov.au/About-Us/Awards-Grants/Community-Grants-Program](http://www.monash.vic.gov.au/About-Us/Awards-Grants/Community-Grants-Program)



# CALENDAR OF EVENTS

2018

## July

- » National Tree Day planting at Valley Reserve, Mount Waverley
- » NAIDOC Week celebrations including a Welcome to Country, Aboriginal Flag Raising Ceremony, a performance by Djirri Djirri Dance Group and a free Bush Tucker BBQ
- » Sir John Monash Lecture by business leader, author, child migrant and advocate for children's welfare, David Hill

## August

- » Monash Men's Shed art exhibition at the Highway Gallery, Mount Waverley
- » Environment, health and wellbeing workshops at Batesford Hub

## September

- » Step into September, a joint Council and Monash University activity to encourage everyone in the community to do 10,000 steps each day as part of promoting an active lifestyle
- » Monash Multicultural Moon Light Festival bringing people, cuisines and cultures together in a unique celebration of Monash's diverse community
- » Winter Concert Series begins offering three free concerts during the Winter months

## October

- » Community Safety Month was celebrated with activities organised by Council, Victoria Police, Monash Neighbourhood Watch, South East Volunteers, SES and Bunnings
- » Monash Youth Film Festival
- » Monash Seniors Festival featuring an exciting program of events for older residents
- » Bowness Photography Prize showcasing excellence in photography at the Monash Gallery of Art
- » Fun in the Park and Family Expo, Jells Park and Waverley Netball Centre, Wheelers Hill

## November

- » Volunteering in Monash information session
- » Active Monash Month offering local residents free sport and recreation opportunities
- » Oakleigh Glendi celebrating Greek food, music and culture
- » Family Fun Day at Batesford Reserve in Chadstone

## December

- » Monash Carols by Candlelight 30 year anniversary celebrations
- » Robyn Stacey: as still as life exhibition, Monash Gallery of Art



2019

## January

- » Australia Day celebrations
- » Summer Reading Club for children at Monash libraries

## February

- » Clayton Festival & Hawkers Night Market
- » Twilight Art in the Park, Monash Gallery of Art
- » Free Active People Active Parks program in Glen Waverley and Oakleigh

## March

- » Live at Warrawee Music Event in Oakleigh
- » Clean up Australia Day activities at 15 Monash sites
- » Women's Business Network International Women's Day Lunch
- » Family Nature Day at Huntingdale Wetlands
- » Greek Day in Oakleigh Village

## April

- » Business workshop at Eastern Innovation business centre
- » Anzac Day services at Glen Waverley, Clayton and Oakleigh

## May

- » Skink Link Project planting day at Scotchmans Creek in Oakleigh
- » Women's Business Network Lunch
- » DOMBROVSKIS: journeys into the wild exhibition at MGA as part of the CLIMARTE Festival

## June

- » Monash Battle of the Bands
- » Monash Libraries WordFest
- » Winter Concert Series
- » Monash Volunteer Information and Recruitment Day
- » 2019 Refugee Week celebrations
- » Monash Wetland Wonders at Mulgrave Reserve





# COUNCIL AWARDS GRANTS & FUNDING

## ➤ Council awards

### Awards for Sustainable Action

At the 2018 Keep Victoria Beautiful Sustainable City Awards, Monash was recognised with two awards which celebrate positive actions taken by communities in urban areas to protect and enhance their local environments.

Council received the Environmental Sustainability Award for the Eastern Innovation Water Filtration project, and the Celebration of Cultural Diversity Award in recognition of a range of diverse cultural events held by Council, especially those in partnership with Power Neighbourhood House for the event, Party on Power.

We were also awarded a High Commendation for the Valley Reserve Ted Mason Education Hub, created in partnership with the Friends of Valley Reserve Group and were a finalist in two other categories for the Litter Prevention Council Award for the Monash Young Person's Reference Group's single use coffee cup removal campaign, and for the Sustainable Council of the Year Award.

### Brine Street Child Care excels

Council's Brine Street Child Care Centre has been assessed as "Exceeding National Quality Standards" by The Australian Children's Education and Care Quality Authority. The areas assessed include education program and practice, relationships with children, staffing arrangements and collaborative partnerships with families and communities.

The assessment found the service rated highly in effective leadership demonstrated by its dedicated professional staff and educators. The panel also recognised the staff's passion for continuous learning and skill development.

Council was delighted with the assessment for the centre, and the recognition of the excellent service provided by staff that creates meaningful connections through the service and with the wider community.

### Paintback scheme

Council's Waste Transfer Station collected the most paint in Australia for recycling as part of this nationwide program backed by paint manufacturers. It's the second successive year that Monash has topped the list for paint collection under the

Our Waste

Transfer

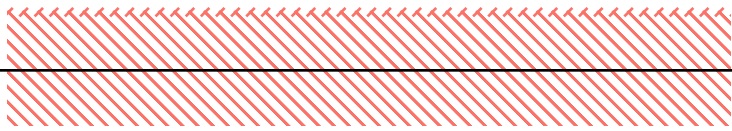
Station

collected the

most paint in

Australia for

recycling



industry-led scheme, where a levy of 15 cents is added to the price of paints to pay for the recycling program.

In 2018/19, the Monash Transfer Station in Notting Hill collected 330,403 kilograms of paint. This compared with 345,590 kilograms collected in 2017/18 and 285,388 kilograms in 2016/17.

Monash was the first Council in Victoria to sign up for Paintback in 2016. There is no cost to people who want to dispose of their unwanted paint.

The take up of this program is another example of the community's interest in recycling and reuse of products, demonstrating that people want to do everything they can to reduce items going to landfill.

Under the program the paint packaging and waste liquid are separated and the containers recycled. The waste paint is treated in a number of ways including energy recovery for solvent and liquid/solid separation for water-based paint. The industry is also funding research to find better uses for unwanted paint.



## ➤ Grants and funding

- » \$3 million from the State Government, \$2.1 million from the Federal Government and \$1 million (plus extra contributions through rental payments) from Waverley Gymnastics towards the \$24.4 million redevelopment of the Oakleigh Recreation Centre
- » \$800,000 from the State Government towards construction of a multi-purpose pavilion at Caloola Reserve in Oakleigh
- » \$200,000 from the State Government Pick My Project program for Youth Mental Health First Aid program
- » \$300,000 from the State Government towards the new \$2.1 million sports pavilion at Columbia Park in Wheelers Hill
- » \$100,000 through Sport Recreation Victoria towards the \$871,000 upgrade of the Pinewood Reserve pavilion
- » \$100K from the State Government to deliver the Hello Neighbour Project to build social connections across our CALD Communities. (to be delivered January 2019 – December 2020)
- » \$90,000 from the State Government to deliver the Playing Fair project to playgroup facilitators
- » \$30,000 Graffiti Prevention grant from the Department of Justice for the Mount Waverley Mural project which was completed in June 2019
- » \$100,000 from Sustainability Victoria for infrastructure upgrades at the Monash Transfer Station to store electronic waste
- » \$10,000 from Sustainability Victoria for the War on e-Waste Event to promote the e-waste ban and information on how to recycle e-waste
- » \$10,000 from the State Government (Department of Premier and Cabinet) towards the Indian Film Festival held in Glen Waverley
- » \$10,000 from the Department of Justice for the 'Meet Your Street' Project
- » \$5,000 from the Federal Government's 'Stronger Communities' Fund for a project in Notting Hill.







# SECTION TWO

## GOVERNANCE

# COUNCILLORS

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

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

- > Oakleigh
- > Glen Waverley
- > Mount Waverley
- > Mulgrave

The tables below lists Monash Councillors who served in 2018/19, their Ward and election date.

COUNCILLOR	WARD	ELECTION DATE
Robert Davies	Mulgrave	22 October 2016
Paul Klisaris	Mulgrave	22 October 2016
Shane McCluskey	Mulgrave	22 October 2016
Geoff Lake	Glen Waverley	22 October 2016
Lynnette Saloumi	Glen Waverley	22 October 2016
Brian Little	Mount Waverley	22 October 2016
MT Pang Tsoi	Mount Waverley	22 October 2016
Rebecca Paterson	Mount Waverley	22 October 2016
Josh Fergeus	Oakleigh	22 October 2016
Stuart James	Oakleigh	22 October 2016
Theo Zographos	Oakleigh	22 October 2016

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 1989.

# SPECIAL COMMITTEE

**Council has one Special Committee, the Monash Gallery of Art Special Committee.**

Councillors Brian Little and Shane McCluskey are the two Councillor representatives on this committee, which has the following responsibilities:

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

# COUNCILLOR CODE OF CONDUCT

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

**On 16 February 2017 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.





# CONFLICTS OF INTEREST DISCLOSURES BY COUNCILLORS

**Councillors are elected by the residents and ratepayers to act in the best interests of the community.**

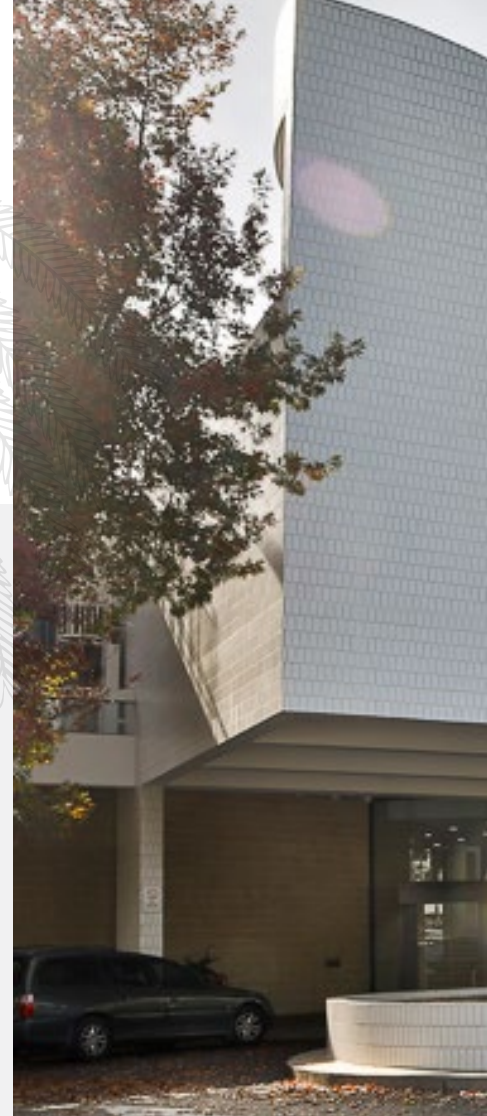
When a Council delegates its powers to a Council officer or a committee, the committee or officer also needs to act in the public interest.

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

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

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

During 2018/19, eight conflicts of interest were declared at Council and special committee meetings and assemblies of Councillors.





# COUNCIL MEETINGS

**Council holds an Ordinary Meeting on the last Tuesday of each month and residents and ratepayers are welcome to attend these meetings.**

Special Meetings of Council may also be called to discuss and decide on specific matters, for example the Budget and the Annual Report.

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

**All Council meetings for 2018/19 were held at the Civic Centre, 293 Springvale Road, Glen Waverley. They were held on:**

- > 31 July 2018
- > 28 August 2018
- > 25 September 2018
- > 16 October 2018 (Special Meeting)
- > 30 October 2018
- > 12 November 2018 (Special Meeting)
- > 13 November 2018 (Special Meeting)
- > 20 November 2018 (Special Meeting)
- > 27 November 2018
- > 11 December 2018
- > 29 January 2019
- > 26 February 2019
- > 26 March 2019
- > 30 April 2019
- > 14 May 2019 (Special Meeting)
- > 28 May 2019
- > 25 June 2019



# COUNCILLOR ATTENDANCES AT COUNCIL MEETINGS

Councillor	Meetings Attended	Councillor	Meetings Attended
Robert Davies	15	Shane McCluskey	17
Josh Fergeus	15	Rebecca Paterson	14
Paul Klisaris	17	MT Pang Tsoi	17
Stuart James	14	Lynnette Saloumi	14
Geoff Lake	16	Theo Zographos	15
Brian Little	16		

# COUNCILLOR ALLOWANCES

**In accordance with Section 74 of the Local Government Act 1989, Councillors are entitled to receive an allowance while performing their duties as a Councillor.**

The Mayor is entitled to receive a higher allowance. The State Government sets the upper and lower limits for all allowances paid to Councillors and Mayors.

Councils are divided into three categories based on the income and population of each Council. Monash City Council is a Category 3 Council. For the period 24 December 2017 to 30 November 2018 the Councillor annual allowance for the City of Monash (as defined by the Local Government Act 1989) was fixed at:

- » \$30,223 per annum for the Councillor allowance
- » \$96,534 per annum for the Mayoral allowance.

The Minister for Local Government approved an annual adjustment of 2.5% to take effect from 1 December 2018. Following this adjustment, the annual allowances for the City of Monash were:

- » \$30,827 per annum for the Councillor allowance
- » \$98,465 per annum for the Mayoral allowance.



# COUNCILLOR EXPENSES

In accordance with Section on 75 of the Local Government Act 1989, Council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties.

Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors.

The policy provides guidance for the payment of reimbursement of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties. Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor and member of a Council Committee paid by the Council.

The details of expenses for the 2018/2019 year are set out in the table below:


COUNCILLOR	TRAVEL/ PARK \$	CAR TRAVEL KMS	CHILD CARE \$	INFORMATION & COMMUNICATION \$	CONFERENCES & TRAINING \$	TOTAL \$
Robert Davies	0	0	0	0	1229.91	1229.91
Josh Fergeus	433.54	0	0	0	2,680.11	3,113.65
Stuart James	0	0	0	0	4,318.99	4,318.99
Geoff Lake	0	0	0	0	0	0
Brian Little	0	0	0	299.70	702.41	1,002.11
Paul Klisaris	0	0	0	0	0	0
Shane McCluskey	0	0	0	0	2,516.21	2,516.21
Rebecca Paterson	0	0	0	0	0	0
MT Pang Tsoi	0	0	0	0	0	0
Lynnette Saloumi	0	0	0	0	10,016.61	10,016.61
Theo Zographos	0	0	0	1,200.41	1,257.86	2,458.27

**Notes:** All expenses incurred for the provision of Conferences and Training relevant to the 2018/19 financial year incurred by Councillors are provided in the table above.

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



# AUDIT AND RISK COMMITTEE



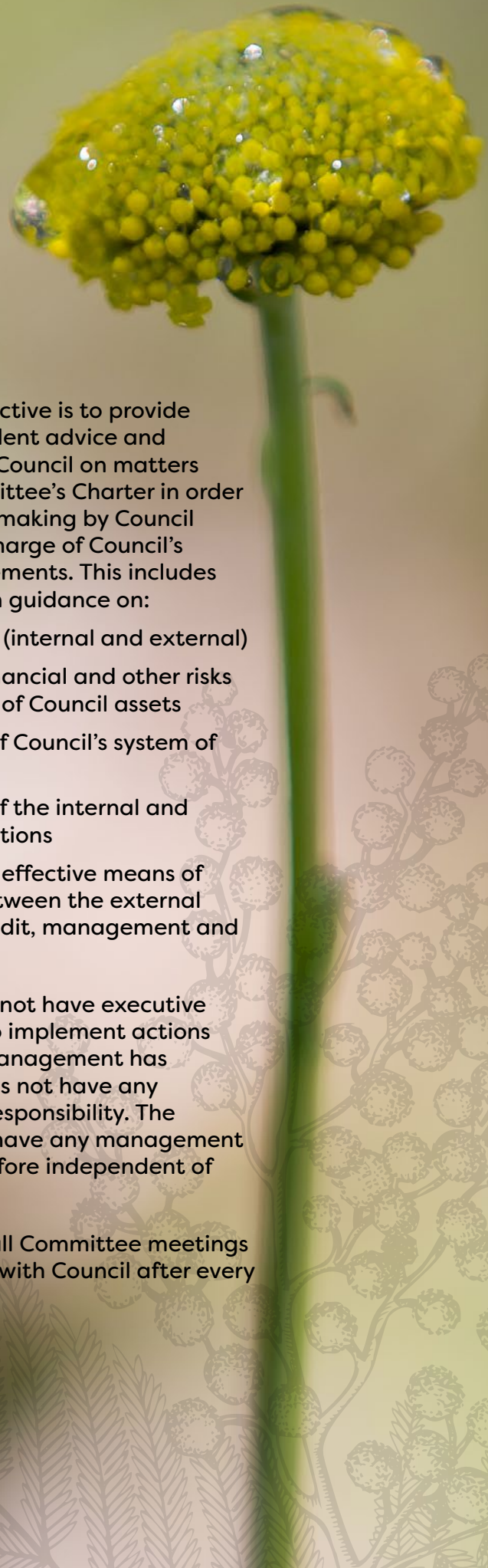
**As part of its commitment to good governance, Council has in place an Audit & Risk Committee (the Committee) which acts as an independent advisory committee to Council. The Committee has been established under Section 139 of the Local Government Act 1989.**

The Committee's objective is to provide appropriate independent advice and recommendations to Council on matters relevant to the Committee's Charter 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 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 in Councillor member appointments during the reporting period of Council's Annual Report.

Name	Role	Member since	2018/19 Attendance	
Geoff Harry	Independent member (chair)	July 2014 (reappointed July 2017)	4 rostered	4 attended
Bev Excell	Independent member	May 2013 (reappointed May 2016)	4 rostered	4 attended
Katie Baldwin	Independent member	July 2017	4 rostered	4 attended
Geoff Lake	Councillor	November 2018	2 rostered	2 attended
Shane McCluskey	Councillor (Mayor)	November 2018	0 rostered	2 attended
Josh Fergeus	Councillor	January 2018	2 rostered	1 attended
Rebecca Paterson	Councillor	January 2018	4 rostered	2 attended

Council's Chief Executive Officer (Andi Diamond), Chief Financial Officer (Danny Wain), Manager Corporate Performance (Ross Goeman) 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 2019 the remuneration paid to the independent members for their role in the Audit & Risk Committee were as follows:

Name	
Geoff Harry (Chair)	\$10,029.59
Bev Excell	\$8,023.67
Katie Baldwin	\$8,023.67

## > 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 are summarised below:**

### *Financial 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 risk management activity
- » Review of development of a revised risk management framework
- » 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.

### *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 & 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
- » Recommendation to Council for the appointment of a new internal audit service provider following a selective tender process
- » Monitoring management performance in closing out audit recommendations.

### *Facilitation of Communication between Audit Functions and Management*

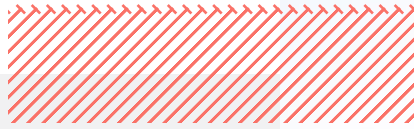
- » Meeting with the audit functions in the absence of management.

### *Other key activities included:*

- » Self-assessment of Committee performance and reporting results to Council
- » Review of the Committee Charter and reporting to Council on recommended improvements
- » Monitoring the impact of legislative change on the Committee's responsibilities
- » Involvement in the recruitment of new Committee members
- » Review of the Committee's strategic focus, with a view to enhancing the value it adds to Council.

The Committee's review of its strategic focus has resulted in revisions to its standard agendas and will enable a stronger focus on assurance activity around the internal control environment, added focus on compliance management and more effective benchmarking of these matters with the outcomes of external integrity body reports. Currently management has a strong focus on refreshing the risk management framework and developing enhancements to its reporting to the Committee on Council's risk profile and key changes therein, Council's risk tolerance settings and risk mitigation activity. The Committee strongly endorses these initiatives and expects that there will be positive outcomes for Council.

The Committee Chairperson, Geoff Harry, met with Council in November 2018 for the annual briefing of Council on current issues and on the Committee's performance.



## > 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:

- » Cash collection and payments processing
- » Management of sports playing surfaces and sports facilities planning
- » Asset management
- » Management of building permits
- » Management of closed landfills
- » Business Technology governance, strategy and controls
- » Contract management.

The Committee has continued to work towards a closer alignment of the internal audit plan with Council’s strategic risk profile.

Following Council’s identification of concerns related to the issuance of parking infringement notices by the outsourced service provider, the internal auditors were also engaged to provide assurance over certain elements of the proposed remedial actions.

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 providers, Pitcher Partners, completed the final year of their three-year contract which commenced on 1 July 2016. 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 27 September 2016.



Following completion of the contract, Council undertook a selective tender process to select a service provider to undertake a new three year contract. The Committee was involved in that process which saw a new service provider, Crowe, appointed from 1 July 2019.

## > EXTERNAL AUDIT

Council’s external audit service provider is the Auditor General of Victoria (VAGO). The Committee monitors the work of and assesses the performance of VAGO. The Committee has a strong relationship with VAGO and continues to be well engaged in the external audit process. The Committee monitors management responses to any recommendations made by VAGO as a result of its work.





# RISK MANAGEMENT AND INSURANCE

**Through continued consultation with our insurance broker, Jardine Lloyd Thompson, Council has confidence that the insurance portfolio matches the insurable risks faced by Council.**

The Public Liability and Professional Indemnity policy is placed with MAV - LMI Insurance and the Assets program placed with Jardine Mutual Asset Protection Plan (JMAPP). Both schemes continue to provide a reliable product at a steady price, regardless of market conditions. Claims made and received are managed by our various insurers and claims management providers.

Strategic risks are managed by the Executive Leadership Team, with operational risks managed at the departmental level with oversight provided by the Executive Leadership Team. The Audit and Risk Committee continue to have oversight of the management of risks faced by Monash City Council.





# ASSET MANAGEMENT

Council has an extensive portfolio of assets which are valued at \$3.04 billion.

**This includes:**

- » \$2 billion of Council owned land and \$843 million of assets at current valuation with a current replacement cost of \$1.58 billion
- » 310 buildings ranging from neighbourhood houses to community centres, sporting pavilions and the Civic Centre
- » 1,295 kilometres of underground pipes and 45,700 storm water pits
- » 183 playgrounds within reserves and associated with community facilities
- » 87 sports grounds
- » 950 public lights over Council sporting grounds, reserves and car parks and is responsible for 10,280 streetlights on local roads
- » A pedestrian network of 1,550 kilometres of on-road pathways and 54 kilometres of off-road pathways
- » A road network of 731 kilometres of local roads and 20 kilometres of right of ways
- » 606 structures including 521 retaining walls, 59 bridges, jetties and boardwalks and 26 free standing walls
- » 221 off-street car parks and Council plant and fleet comprising of 278 registered vehicles.

## BUSINESS TECHNOLOGY

**In 2018/19 Business Technology (BT) continued to deliver technology projects that benefit Monash staff and residents including:**

- » Printer and photocopier renewal
- » Mobility/device rollout
- » Cyber Security training and technology initiatives
- » Digital Strategy
- » Technology Strategy.

BT supports 1,400 users and 1,600 devices including desktops, laptops and tablets. The department not only keeps the business-critical applications and services running efficiently, but also actively seeks to improve the way people engage with technology.

**Projects completed in 2018/19 that support the delivery of the Asset Management Policy include:**

- » Adoption and implementation of Roads, Pathways, Public Lighting and Facilities Asset Management Plans to ensure they are comprehensive and the quality is consistent
- » Implementation of the revised Road Management Plan
- » Upgrades to Council's current Asset Management Information System including a major version upgrade and new field data collection tools
- » Audit of sports lighting in conjunction with a service review
- » Data collection on the condition of stormwater drains and preparation for data collection for open space infrastructure.




# GOVERNANCE AND MANAGEMENT CHECKLIST

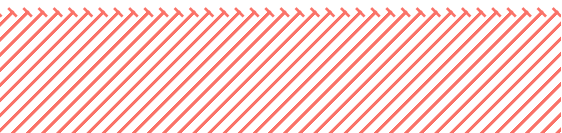
The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

Governance and Management Items	Assessment
<b>GC1 Community engagement policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy  Date of operation of current policy: 30 September 2018
<b>GC2 Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Guidelines  Date of operation of current Guidelines: 30 September 2018
<b>GC3 Strategic Resource Plan</b> (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the Act.  Date of adoption: 25 June 2019
<b>GC4 Annual Budget</b> (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act.  Date of adoption: 25 June 2019
<b>GC5 Asset Management Plans</b> (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans  Date of operation of current plans: Facilities: 1 June 2019 Drainage and Retarding Basins: 1 June 2004 (review due in 2019/20) Road: 1 June 2019 Pathways: 1 June 2019 Playgrounds: 1 June 2006 (review due in 2019/20) Public Lighting: 1 June 2019 Sports fields Paving Surfaces and Spectator Structures: 1 June 2007 (review due in 2019/20) Plant and Equipment: 28 March 2018
<b>GC6 Rating Strategy</b> (strategy setting out the rating structure of council to levy rates and charges)	Strategy  Date of operation of current Strategy: 25 June 2019



Governance and Management Items		Assessment
<b>GC7 Risk Policy</b> (policy outlining Council's commitment and approach to minimising the risks to council's operations)	Policy Date of operation of current Policy: 24 February 2015	
<b>GC8 Fraud Policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current Policy: 16 May 2018	
<b>GC9 Municipal Emergency Management Plan</b> (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986. Date of preparation: 31 March 2017	
<b>GC10 Procurement Policy</b> (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the Local Government Act 1989. Date of approval: 28 August 2018	
<b>GC11 Business Continuity Plan</b> (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current Plan: 5 February 2019	
<b>GC12 Disaster Recovery Plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current Plan: 16 May 2019	
<b>GC13 Risk Management Framework</b> (framework outlining council's approach to managing risks to the Council's operations)	Framework Date of operation of current Framework: 24 February 2015	
<b>GC14 Audit and Risk Committee</b> (advisory committee of council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act. Date of establishment: 8 November 1995	
<b>GC15 Internal Audit</b> (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1 July 2016	
<b>GC16 Performance Reporting Framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation of current framework: 31 May 2016	





## Governance and Management Items

## Assessment

<b>GC17 Council Plan reporting</b> (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Reports Date of reports: 30 October 2018, 20 February 2019, 14 May 2019 and 31 July 2019.
<b>GC18 Financial reporting</b> (quarterly statements to council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with section 138(1) of the Act Date statements presented: 27 November 2018, 26 February 2019, 28 May 2019 and 27 August 2019 (annual financials)
<b>GC19 Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 4 December 2018, 5 March 2019
<b>GC20 Performance reporting</b> (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports Date of reports: 5 March 2019 and 27 August 2019
<b>GC21 Annual Report</b> (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of Council in accordance with section 134 of the Act Report considered by Council: 30 October 2018
<b>GC22 Councillor Code of Conduct</b> (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Reviewed in accordance with section 76C of the Act. Date reviewed: 16 February 2017
<b>GC23 Delegations</b> (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act. Date of review: 26 September 2017
<b>GC24 Meeting Procedures</b> (a local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act. Date local law made: 26 September 2017

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

Andi Diamond  
Chief Executive Officer  
Dated: 13.8.2019

Shane McCluskey  
Mayor  
Dated: 13.8.2019









# DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

In accordance with Part 5 of the Local Government (General) Regulations 2015, the following is a list of the prescribed documents that are available for inspection.

**Copies of the following documents can be obtained for the purposes of section 222 of the Local Government Act 1989 at the Civic Centre (293 Springvale Road, Glen Waverley) during normal business hours:**

- » A document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months, including:
  - (i) the name of the Councillor or member of Council staff
  - (ii) the dates on which the travel began and ended
  - (iii) the destination of the travel
  - (iv) the purpose of the travel
  - (v) the total cost to the Council of the travel, including accommodation costs.
- » The agendas for, and minutes of, ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- » The minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- » A register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act
- » A document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease
- » A register maintained under section 224(1A) of the Act of authorised officers appointed under that section
- » A list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant
- » Details of Section 186 breaches.



# TENDERS CONTRACTS AND PROCUREMENT

**Council publically advertised 41 tenders in 2018/19 and ran 117 invited quotations and tenders in accordance with Council's Procurement Policy.**

All contracts are now compiled and signed electronically to save paper and resources.

## **Procurement Compliance with Policy**

Due to an incident that damaged a critical vehicle asset, Council entered into an agreement with Suez Recycling & Recovery Pty Ltd in 2017 for supply of Bin Collection Services. Coupled with a significant increase in volumes, this arrangement exceeded the original timeframe intended and was subsequently deemed to not comply with the spirit of Section 186 of the Local Government Act 1989. The arrangement has since been terminated and a new contract compliant with the Act has been established.

An agreement for an ongoing Asset Management System with Pitney Bowes Software Pty Ltd entered into during 2016 was reassessed during the 2018/19 year due to required scope changes, and this agreement was also deemed not to comply with the spirit of Section 186 of the Local Government Act 1989. A public Expression of Interest and Tender process is underway to rectify this situation.

All other contracts entered by Council during the 2018/19 financial year were compliant with Council's Procurement Policy and Section 186 of the Local Government Act 1989.





# DOMESTIC ANIMAL MANAGEMENT PLAN

The Domestic Animal Management Plan 2017-2021, provides a strategic framework for policy direction and action plans related to animal management during the four year period to 2021.

**During 2018/19 a range of activities were delivered as part of the plan including:**

- » Providing Information to cat owners about the benefits of keeping cats in at night. This was part of an education program in the lead up to the introduction of a night time cat curfew in 2019/20
- » Officers participated in a broad range of training opportunities focusing on enforcement practices and customer service
- » SMS reminders were implemented for registration renewals and the cross checking of microchip records with animal registration records
- » Dog poo disposal bins and bag dispensers were installed at new locations
- » Designs were stenciled onto footpaths to remind dog owners to clean-up after their dogs
- » Animal Management Vehicles were fitted with signage promoting responsible pet ownership
- » Temporary signage was used in in reserves to let people know that park patrols were underway.



# 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 2018/19, no ministerial directions were received by Council.







# FREEDOM OF INFORMATION

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

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

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

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

## Details of FOI requests in 2018/19

FOI applications received	32
FOI applications transferred to another agency	0
FOI applications responded to within statutory timeframe	29
Access granted in full	9
Access granted in part	8
Access denied	2
No documents identified as relevant to request	1
Withdrawn/not proceeded with	7
Request yet to be finalised	7
Request outside FOI process	3
Request for review	1
Appeal to VCAT	0



# **FRAUD AND** CORRUPTION CONTROL

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

The Fraud & 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 2018/19, Monash undertook interviews with all Managers to identify the fraud and corruption risks facing Council Departments; introduced quarterly reporting on fraud risks by all Coordinators; introduced Fraud & Corruption prevention as a standard item at the Audit & Risk Committee; and developed an online fraud & corruption awareness training module that will be progressively rolled out across the organisation.





# PROTECTED DISCLOSURES

In 2012, the Protected Disclosures Act 2012 was created.

The City of Monash 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](http://www.monash.vic.gov.au).

In 2018/19, Council received no disclosures under the Protected Disclosures Act 2012.

# ROAD MANAGEMENT ACT MINISTERIAL DIRECTION

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

No such ministerial directions were received by Council in the 2018/19 year.





# INFORMATION PRIVACY

The Privacy and Data Protection Act 2014 was created in September 2014.

The purpose of the Act can be summarised as follows:

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

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

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

Council has developed policies and procedures for the purpose of meeting its responsibilities under the legislation. These are available on Council's website. As required by the Privacy and Data Protection Act 2014, Council has developed and made public a statement of how it will collect and manage personal information. This statement appears below.

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

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





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

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

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

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

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

Council's Information Privacy Officer  
PO Box 1 Glen Waverley VIC 3150.

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

Any enquiries regarding the handling of personal information by Council may be made to the Council's Information Privacy Officer by telephone on 9518 3081.



# LOCAL LAWS

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

## Council currently has the following local laws:

Meeting  
Procedures  
Local Law  
No.1

The principal objective of this local law is to provide for the orderly, fair and effective conduct of meetings of Council and special committees and to provide for the election of the Mayor and chairpersons of special committees.

Sealing of  
Documents  
Local Law  
No.2

### **The purposes of this Local Law are to:**

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

Community  
Amenity  
Local Law  
No.3

### **The objectives of this Local Law are to:**

- » Provide for the peace, order and good government of the municipal district
- » Promote a physical and social environment free from hazards to health, in which the residents of the municipal district can enjoy a quality of life that meets the general expectations of the community
- » To prevent and suppress nuisances which may adversely affect the enjoyment of life within the municipal district or the health, safety and welfare of persons within the municipal district
- » And to achieve these objectives by:
  - Regulating and controlling activities of people within the municipal district which may be dangerous, unsafe or detrimental to the quality of life of other people in, or the environment of, the municipal district
  - Providing standards and conditions for specified activities to protect the safety and the welfare of people within, and the environment of, the municipal district.

Prohibition  
on Smoking  
Local Law  
No.4

### **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 achieve these objectives by prohibiting smoking at specified events and in and around specified buildings.







# SECTION THREE

OUR COUNCIL

# MONASH PROFILE

**Monash is one of Victoria's leading 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 just over 200,000 and are one of the most culturally diverse cities in Australia with just under 50% of our residents born overseas, well above the Greater Melbourne average. Our largest migrant population comes from China, India, Sri Lanka and Malaysia.

We have a strong economy with our Gross Regional Product estimated at \$16.84 billion, which represents 4.1% of the state's GSP (Gross State Product).

We are Victoria's largest employment destination outside of the CBD with more than 135,000 jobs offered by the 21,355 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, Catch Group, Dulux Australia, Bristol-Myers Squibb and William Adam Cat. Our largest industry groups are health care and social assistance.

Our strong population growth has increased the need for higher density housing developments around our activity and neighbourhood centres, and strategic sites within the Monash National Employment and Innovation Cluster near Monash University's Clayton campus.

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





# HISTORY OF MONASH

**Although the City of Monash was created as recently as December 1994, the area's history of settlement stretches back more than 150 years.**

The original inhabitants of the area were the Bunurong tribe, one of four tribes that made up the Kulin Nation who lived in what was to become Melbourne and surrounding areas.

The first known 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.

# COUNCIL OFFICES


## Monash Civic Centre


 293 Springvale Road  
Glen Waverley


 8.15am to 5.15pm  
Monday to Friday

## Oakleigh Service Centre


 3 Atherton Road  
Oakleigh


 8.15am to 5.15pm  
Monday to Friday

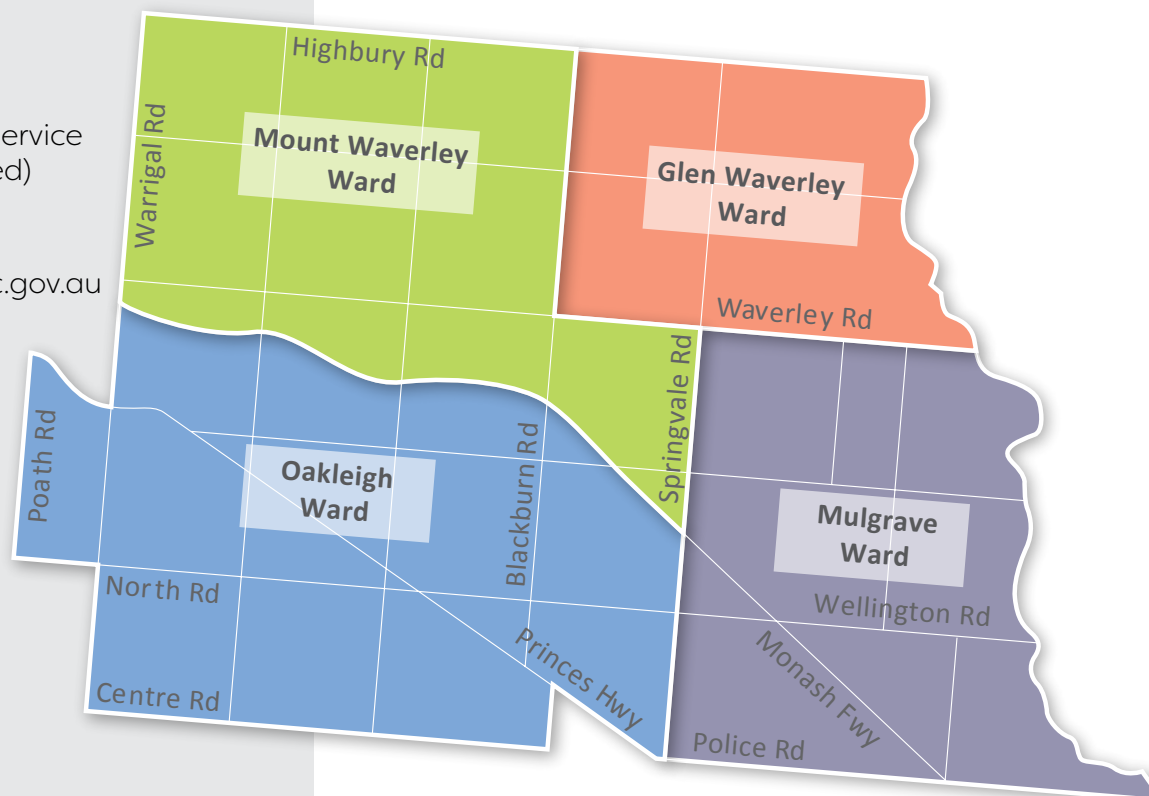
 9518 3555

 9518 3444

National Relay Service  
(Hearing Impaired)  
1800 555 660

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

 PO Box 1  
Glen Waverley  
VIC 3150



# COUNCILLORS

The Monash community elects 11 Councillors to plan for the long-term future of the City and to represent their views. The current Councillors were elected in October 2016 for a four year term.

Monash is divided into four wards:

- > Glen Waverley
- > Mount Waverley
- > Mulgrave
- > Oakleigh.

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 2018, Cr Shane McCluskey was elected Mayor and Cr Brian Little was elected Deputy Mayor.

## > Glen Waverley Ward



Cr Geoff Lake  
0411 645 281  
Geoff.Lake@monash.vic.gov.au



Cr Lynnette Saloumi  
0466 465 355  
Lynnette.Saloumi@monash.vic.gov.au

## > Mulgrave Ward



Cr Robert Davies  
0416 000 777  
Robert.Davies@monash.vic.gov.au



Cr Paul Klisaris  
0412 516 026  
Paul.Klisaris@monash.vic.gov.au



Cr Shane McCluskey  
Mayor  
9518 3524 /  
0466 345 406  
Shane.McCluskey@monash.vic.gov.au

## > Mount Waverley Ward



Cr Brian Little  
Deputy Mayor  
0407 878 033  
Brian.Little@monash.vic.gov.au



Cr Rebecca Paterson  
0437 959 163  
Rebecca.Paterson@monash.vic.gov.au



Cr MT Pang Tsoi  
0466 465 376  
MTPang.Tsoi@monash.vic.gov.au



Cr Josh Fergeus  
0466 465 421  
Josh.Fergeus@monash.vic.gov.au



Cr Stuart James  
0413 184 250  
Stuart.James@monash.vic.gov.au



Cr Theo Zographos  
0430 316 911  
Theo.Zographos@monash.vic.gov.au

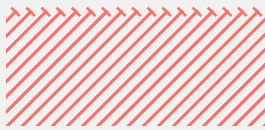
## > Oakleigh Ward



# ORGANISATION STRUCTURE

**Our organisation is led by an Executive Leadership Team comprising the Chief Executive Officer, four portfolio Directors, a Chief Operations Officer, an Executive Manager People and Culture and an Executive Manager of 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.





**Chief Executive**  
Andi Diamond



**Chief Operating Officer**  
Jarrod Doake



**Chief Financial Officer**  
Danny Wain



**Communications**  
Jo Robertson



**People and Culture**  
Leanne Wiebenga

**City Development**  
Peter Panagakos



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

**Community Development and Services**  
Julie Salomon



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

**Infrastructure**  
Ossie Martinz



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

Monash Council Managers



\* Department name changed from Urban Design in May 2019  
 \*\* Manager Arts and Culture Jenny Ruffy resigned in October 2018  
 \*\*\* Manager Engineering James Paterson resigned in March 2019



# COUNCIL STAFF

Below is a summary of the number of full time equivalent (FTE) employees categorised by employment and gender, as at 30 June 2019. (Note: Casual employees are not included in these figures).

Band	Female FTE	Male FTE	Other	Total FTE
Band 1	3.22	0.8		4.02
Band 2	6.76	1.28		8.04
Band 3	74.41	76.82		151.23
Band 4	83.87	42.47		126.34
Band 5	52	35.53		87.53
Band 6	60.8	30.78	0.4	91.98
Band 7	26.88	19.3	1	47.18
Band 8	22.7	13.53		36.23
Band Not applicable	60.31	57.99		118.3
<b>TOTAL</b>	<b>390.95</b>	<b>278.5</b>	<b>1.4</b>	<b>670.85</b>

Below is a summary of the number of full time equivalent (FTE) Council employees by organisational structure, employment type and gender, as at 30 June 2019. (Note: Casual employees are not included in these figures).

	Executive	Corp Services	Infrastructure Services	Corporate Admin	City Development	Community Development & Services	Total
Permanent FT - Female	17	20	43	25	40	97	242
Permanent FT - Male	4	7.5	158	15	42	30	256.5
Temporary FT - Female	0	2	0	0	0	1	3
Temporary FT - Male	0	0	0	0	0	1	1
Permanent FT - X	0	0	0	0	1	0	1
Permanent PT - Female	1.75	5.5	2.7	10	10	116	145.95
Permanent PT - Male	0	0	2.4	3.6	0	14	20
Permanent PT - X	0	0	0.4	0	0	0	0.4
Temporary PT - Female	0	0	0	0	0	0	0
Temporary PT - Male	0	0	0	0	1	0	1
<b>Total</b>	<b>22.75</b>	<b>35</b>	<b>206.5</b>	<b>53.6</b>	<b>94</b>	<b>259</b>	<b>670.85</b>

# EQUAL OPPORTUNITY

We do this by having relevant policies in place and providing our employees with regular training, both face to face and online compliance training at induction and refresher training every two years.

In 2017, Council partnered with Melbourne University in a three year study: 'Respectful Relations and Work-life Balance'. The study was used alongside the annual Monash Employee Engagement Survey to gain deeper insights into employees' feelings about working at Monash, what is working and where things could be improved.

Using the survey results we developed a series of cross divisional key actions that aim to improve the way we do things, how we behave and work with each other respectfully. A two day training program, attended by 156 People Leaders, was delivered as a follow up.

A new and externally facilitated program called 'Leaders Who Ask', was launched in June 2019 and will be rolled out over the remainder of the year. It is aimed at enhancing leadership capability to complement our actions associated with the cultural change effort.

**At Monash, we focus on providing an inclusive, safe, productive and engaging work environment where employees are free from harassment, discrimination, bullying or occupational violence of any kind.**





**Raise It! Conversations about Sexual Harassment and Workplace Equality** - During 2018/19 the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) invited Council to be part of the Raise It: Conversations about Sexual Harassment and Workplace Equality pilot program.

The aim of Raise it! is to support Victorian workplaces to create and maintain enabling environments in which employees and Managers feel supported to have healthy and safe conversations about addressing sexual harassment, pregnancy and return-to-work discrimination, and access to flexible work.

Council identified 40 ‘Champions’ from across the organisation to drive implementation of the pilot program led by Community Development & Services and People & Culture. VEOHRC developed a series of ‘How To: Conversation Starter’ toolkits and an accompanying education package to support the ‘Champions’ in having the conversation with their teams. The ‘Champion’s’ model was established to provide a structure of breadth and depth across the organisation to foster cross-sectional collaboration of piloting the tools in a range of divisions, and to also increase communication across the organisation.

The evaluation found that the ‘Champion’ model proved to be highly effective in amplifying the reach and impact of the program, and warrants expansion to inform future programs designed to address sexual harassment and gender inequality in the workplace.



**Policy education** - A series of new and updated policies were developed and implemented via online compliance training and face to face education sessions to support an inclusive, safe, productive and engaging work environment, including:

- » Bullying in the Workplace
- » Anti-Discrimination and Equal Opportunity
- » Sexual Harassment
- » Workplace Bullying for Managers and Executives
- » Cultural Awareness.

In addition, a number of other key policies were rolled out across the organisation to support legislative requirements as well as educate our staff on the following:

- » Child Safe Standards
- » Fraud and Corruption
- » Cyber Security Awareness

**156 People Leaders completed inclusive leadership training**





# LEARNING AND DEVELOPMENT

**In addition to our work on inclusivity, in 2018/19 we focused on improving collaboration across the organisation.**

**“ 94 new starters completed Corporate Induction training ”**

Our Manager cohort has established collaboration working groups to co-create ideas to improve the way we work together. We undertook De Bono's Six Thinking Hats training to assist us with this initiative and we will continue to focus on ways we can improve our collaboration capability.

Career development options were made available via the Learning Library with multiple programs and delivery methods, including Just-In-Time toolkits and resources available to all employees. Online Performance and Development Plans have provided a platform for regular two-way conversations, which are integral to identify staff development opportunities and career aspirations.

Situation Management training was delivered to all customer facing employees to empower them to better manage complex customer conversations and in doing so, achieve better outcomes.

The refresh of our Corporate Induction this year has seen an emphasis on the setting of expectations of our values and behaviours. This context setting allows new starters to understand how we work together at Council and how this aligns with our Code of Conduct.

# OCCUPATIONAL HEALTH AND SAFETY

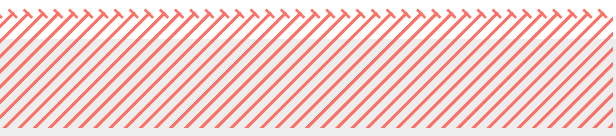
**Council continues to demonstrate a commitment to the health, safety and wellbeing of employees, contractors, visitors, students and members of the public in line with relevant laws and guidance.**

**The focus on OHS was strengthened with the appointment of a new Corporate Safety Lead. The significant achievements of the OHS team during the past year included:**

- » A focus on continual improvement and best practice approaches to incident and Workcover claims data in order to drive meaningful prevention programs across Council
- » Breathing new life into health surveillance programs for exposed workers, including skin cancer checks, baseline and biennial hearing tests, task-based immunisation regimes and a subsequent high level review to identify potential illness trends in these work areas
- » A refreshed approach to the OHS induction process to include a corporate and localised toolkit for employees and monthly on-site contractor induction offerings
- » Identification of objectives and targets for the OHS Unit that focus on prevention programs, awareness raising and structured OHS support across Council to enhance accountability
- » Driving negotiations to vary formal consultative arrangements with a view to promoting information sharing across all Council departments
- » Establishment of a Strategic Working Group to address lone worker risk controls
- » An emphasis on OHS fitness for work in relation to capability statements and a task library to guide pre-employment medicals.

A gap analysis of the current OHS documented management systems (both Corporate and Infrastructure) was completed in order to create an updated and streamlined OHS management system that can apply across all Council areas.

Strengthening of the workstation ergonomic assessment process, including a refreshed self-assessment form, injury reporting and support and monitoring methodology, were also key to our achievements.



The OHS Unit has continued to administer the online incident reporting and chemical management systems, managed injuries and return to work processes, conducted workplace walk-throughs, assisted with incident investigations, risk assessments, first aid and emergency management, procedure development, administrative support of the Corporate OHS Committee and the provision of OHS technical advice at varying cohort groups and committees.



## Wellbeing

Council provides lifestyle benefits, flexible working arrangements and wellbeing support to help our employees and their families live healthy, well-balanced lives.

We continue to deliver an annual Health and Wellbeing Program and our volunteer Health and Wellbeing committee provides the following initiatives:

- » Fitness lunch time sessions
- » Corporate Challenge
- » 10,000 Steps Challenge
- » Active workplace challenges
- » Mental Health information sessions
- » Women's Health week
- » Men's Health week
- » SunSmart Education
- » Health Checks – Inbody scans.

In recognition of an increasingly diverse and geographically dispersed workforce, accessibility to health and wellbeing initiatives has been increased with more initiatives being provided locally, including:

- » Health checks
- » Flu vaccinations
- » Discounted gym memberships
- » Health Hydration Stations
- » Onsite exercise classes
- » Library Art sessions.

Scheduled events throughout the year provided an opportunity for cross site and divisional networking, with a range of events celebrated, including:

- » Biggest Morning Tea
- » NAIDOC Week
- » International Women's Day
- » Men's Health Week
- » Dry July
- » Movember
- » RU OK Day.













# SECTION FOUR

OUR PERFORMANCE

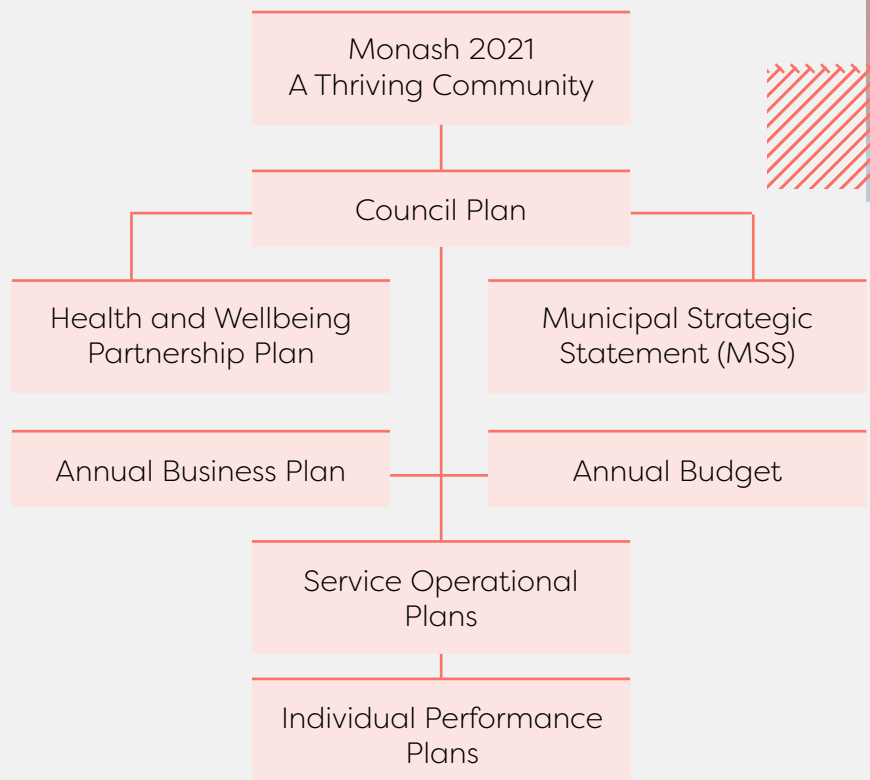


# COUNCIL'S STRATEGIC PLANNING FRAMEWORK

Council has a strategic planning framework that guides our operations. Sitting at the top of this framework is Monash 2021 which is our vision and plan for the future.

The Council Plan 2017-2021 sits underneath this and sets out the major initiatives and services that Council intends to progress in this four year time frame. The plan is updated in each of the financial years to focus on initiatives in that year.

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





## > Council Plan

**The Council Plan 2017-2021 sets out the following four key Strategic Objectives to focus on:**

- » A Liveable and Sustainable City
- » Inviting Open and Urban Spaces
- » An Inclusive Community
- » Responsive and Efficient Services.

## > Performance

Council's performance in 2018/19 is outlined in this Annual Report against these Strategic Objectives, demonstrating how we are achieving the initiatives in our Council Plan 2017-2021. Our performance is documented in the following pages and has been measured on:

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



# Strategic Objective One: A LIVEABLE AND SUSTAINABLE CITY

## COMMUNITY OUTCOME

### What this means

We value our natural environment and want to preserve and enhance the leafy green character of our City. We want to protect Monash's desirability as a place to live, learn, work and play.

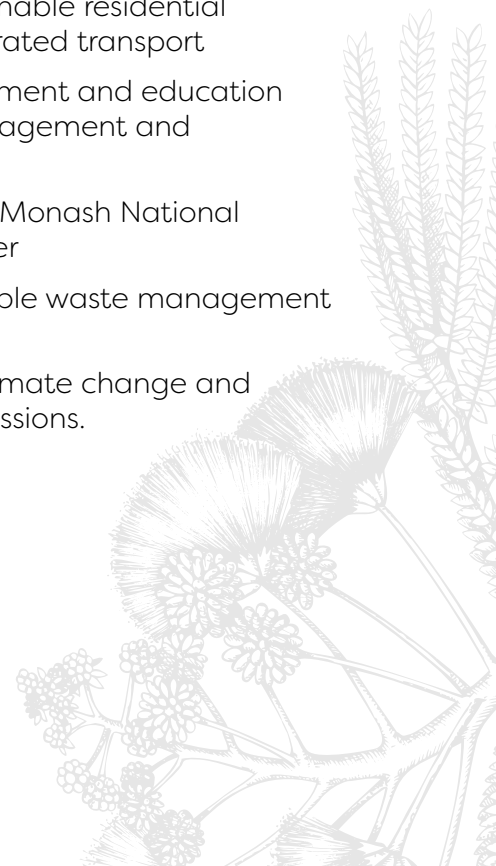
### What we will achieve over the next four years

We will work to strengthen the Monash Planning Scheme and local policies, advocate for local needs, meet our City's needs through a more sustainable approach, and develop a long term plan for managing our City's waste.

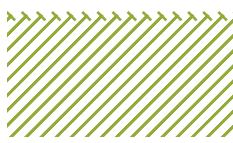
#### Strategies to achieve this outcome:

- » Strengthening our strategic policy and local planning framework
- » Expanding our advocacy on sustainable residential development outcomes and integrated transport
- » Increasing our community engagement and education about town planning, animal management and community laws
- » Advocacy for enhancement of the Monash National Employment and Innovation Cluster
- » Delivering responsive and sustainable waste management services
- » Proactively managing risks from climate change and reducing Council's greenhouse emissions.

The following statement reviews the performance of Council against the Council Plan including results achieved in 2018/19 in relation to the strategic indicators included in the Council Plan.







## How we will we do this

Council will support A Liveable and Sustainable City through ongoing delivery of a range of services including: Strategic Planning, Economic Development, Statutory Planning, Building Services, Public Health, Community Laws, Sustainability and Waste Services.

### Priority Projects:

- » Enhancing Monash Planning Scheme
  - Review the Monash Planning Scheme
  - Undertake Structure Plans (Huntingdale and Mount Waverley)
- » Advocacy on key issues impacting our city
  - Over development on single dwelling sites
  - Affordable housing
  - Rowville Rail and Oakleigh and Huntingdale Stations redevelopment
  - Westall Road extension
- » Implementing new Waste Strategy
- » Continue to implement the Environmental Sustainability Strategy 2016-2026
- » Reducing Council's impact on climate change
- » Work to preserve and expand our tree canopy.



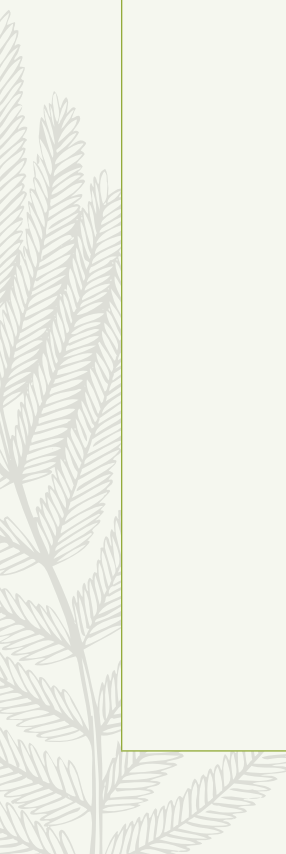


The following statement provides information in relation to the services funded in the 2018/19 budget and the persons or sections of the community who are provided the service.

Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>City Planning</b>	<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 permission and building permission, as well as other applications for Council's 'consent' relating to planning and building. The Department is also responsible for 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>1,737  <u>1,738</u>            1</p>
<b>Strategic Planning and Economic Development</b>	<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.</p> <p><b>This includes:</b></p> <ul style="list-style-type: none"> <li>» Structure Planning work in and around Activity Centres</li> <li>» Development of the housing strategy to provide greater certainty about where different types of development may be appropriate</li> <li>» Facilitating training and support services to business and encouraging environmental sustainability practices</li> <li>» Supporting a cluster of "high technology enterprises"</li> <li>» Facilitating new business investment</li> <li>» Encouraging further growth in Activity Centres</li> <li>» Advocating for the framework to encourage ongoing infrastructure development and management.</li> </ul>	<p>1,556  <u>1,778</u>            222</p>



Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>Community Amenity</b>	<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 the area, maintain a safe environment, and manage issues that may cause a nuisance.</p> <p><b>The units' specific roles include:</b></p> <ul style="list-style-type: none"> <li>» <i>Community Laws Unit</i> - responsible for parking control; animal management; administering and enforcing Council's local laws; and providing school crossing supervision</li> <li>» <i>Public Health Unit</i> - delivers a range of support services designed to maintain and improve public health, safety and wellbeing of the local community using health protection mechanisms of education, prevention, monitoring and enforcement, health program development, and promotion of health awareness.</li> </ul>	<p style="text-align: right;">2,125 <u>(1,125)</u> (3,254)</p>
<b>Sustainable Monash</b>	<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> <ul style="list-style-type: none"> <li>» Waste Management - Kerbside residential and commercial collection of waste, recyclables, greens, annual hard rubbish, and landfill management</li> <li>» Waste Transfer Station - A facility for the community to dispose of domestic waste</li> <li>» Cleansing Operations - Scheduled/unscheduled road and precinct</li> <li>» Sweeping, public amenities and public space cleansing, and management of skip bins and mobile bins</li> <li>» Waste Projects - Implementation of Litter Action Plan, management of charity bins, and graffiti/sharps management</li> <li>» Sustainability Unit delivers on the seven key priorities of the Environmental Sustainability Strategy which include enhancing our Urban Ecology, reducing waste, improving water efficiency and addressing Climate Change. We do this through partnerships with key stakeholders, education and engagement of staff, businesses and community, and report on our achievements.</li> </ul>	<p style="text-align: right;">18,307 <u>18,094</u> (213)</p>





## Actions in 2018/19

Strategic Indicator/ measure	Progress
<p><b>1.1</b> Develop a Monash Affordable Housing Strategy</p>	<p><b>Achieved:</b> A discussion paper relating to the Monash Affordable Housing Strategy was completed and reviewed. The strategy examines ways that affordable housing can be increased in Monash. Council will consider the strategy in the second half of 2019 and seek community and industry feedback on it before making any decision.</p>
<p><b>1.2</b> Continue the development of the Clayton Activity Centre Precinct Plan</p>	<p><b>Achieved:</b> The Draft Clayton Activity Centre Precinct Plan was adopted by Council at its meeting in June 2019. The draft plan sets out a clear, transformative vision for the future growth and development of the Clayton Activity Centre. It will go through a community consultation process in July, August and September 2019.</p>
<p><b>1.3</b> Continue the development of the Huntingdale Activity Centre Precinct Plan</p>	<p><b>Achieved:</b> The Draft Huntingdale Activity Centre Precinct Plan was adopted by Council at its meeting in June 2019. The draft plan proposes expanded employment, improved transport connections, and a new identity and sense of place for the area. It will go through a community consultation process in July, August and September 2019.</p>
<p><b>1.4</b> Continue the development of the Mount Waverley Structure Plan</p>	<p><b>Achieved:</b> Work has continued on developing the Mount Waverley Structure Plan with a Discussion Paper developed which outlined five key opportunities for the activity centre. These included strengthening the economic viability, providing a diversity of housing options, supporting the health and wellbeing of the community and creating more places for people to gather. Community consultation on the Discussion Paper was completed on 31 May 2019. The feedback gathered will be considered when preparing the Draft Structure Plan.</p>
<p><b>1.5</b> Implement the 2018-19 actions of the Monash Economic Development Strategy 2017-2021</p>	<p><b>Achieved:</b> Actions implemented in 2018/19 included:</p> <ul style="list-style-type: none"> <li>» Streamlining a range of Council permit processes through the Business Approvals Process. This provides one point of contact for people starting a business in Monash</li> <li>» Hosting three successful Women’s Business Network lunches attended by more than 250 local business representatives. Speakers included Michelle Galaher, the 2017 Telstra Victoria Businesswoman of the Year and Telstra Entrepreneur of the Year in 2018 and Dianne McGrath, Australia’s candidate for the Mars One Mission</li> <li>» Ongoing work to support the Pinewood Traders Association</li> <li>» Participation in a number of regional advocacy groups including South East Melbourne and South East Melbourne Manufacturers Alliance to advocate for more infrastructure and investment in the region</li> <li>» Ongoing visits to business and providing small business training sessions for local businesses</li> <li>» Obtaining a \$20,000 business training grant from the State Government to help increase skills and growth in local small business.</li> </ul>



Strategic Indicator/ measure	Progress
<b>1.6</b> Progress with the implementation of the Monash Canopy Vegetation and Landscape Strategy if adopted by Council	<b>Achieved:</b> Council resolved at its meeting on 25 June 2019 to begin the implementation of the Canopy Vegetation and Landscape Strategy through changes to the Monash Planning Scheme. The changes involve setting up a new range of planning controls for tree removal in Monash. Consultation on the proposed changes will start late in 2019.
<b>1.7</b> Progress the review of the Monash Planning Scheme	<b>Achieved:</b> An officer review of Monash Planning Scheme has been completed. Council is now working with the Department of Environment Land Water and Planning (DELWP) on revisions to the new policy format. This work has been further delayed at the State Government level and will commence in July/August 2019.
<b>1.8</b> Progress the design options for the proposed Montclair Car Park	<b>Achieved:</b> Council resolved to progress the proposed mixed use multi-level Montclair Car Park to a detailed design at its meeting on 26 February 2019. Officers have commenced the tender process to appoint a consultant to undertake the design. An engineering consultant has also been appointed to begin the concept design for the relocation of the sewer which is necessary as part of this project.
<b>1.9</b> Continue to inspect overhanging vegetation throughout the municipality	<b>Achieved:</b> This program was successfully delivered with every street within the municipality being the subject of at least one inspection to check for overhanging vegetation. The ongoing delivery of the program has resulted in increased compliance with Council's safety and amenity controls.
<b>1.10</b> Implement funded initiatives from the Integrated Transport Strategy	<b>Achieved:</b> Construction of all funded initiatives in the Integrated Transport Strategy in 2018/19 were completed. The funding is provided under the Government's Safe System Road Infrastructure Program (SSRIP). Completed initiatives include treatments on Gardiners Creek Trail and Scotchmans Creek Trail, a new cycle friendly route from Syndal Station to Clayton Station, and pedestrian improvements in Oakleigh. Details of the works funded under the SSRIP program in 2018/19 include: <ul style="list-style-type: none"><li>» Six new sets of pedestrian signals</li><li>» Three new pedestrian crossings across slip lanes on Forster Road</li><li>» Two new sets of pedestrian flashing lights in Oakleigh</li><li>» Around 2.3km of shared paths (Gardiner Road and Browns Road)</li><li>» Eleven raised intersections</li><li>» Ten raised crossings</li><li>» Eight road humps</li><li>» Other traffic and safety treatments.</li></ul>
<b>1.11</b> Investigate the establishment of Sustainability Hub at Wellington Reserve Community Hub	<b>Achieved:</b> Works have been completed at the Mackie Road Community Centre in Wellington Reserve to create a Sustainability Hub. This included the installation of solar panels with interpretive LED monitors, new rainwater tanks, new sustainable gardens, and associated upgrades. Initial response to the works from the community has been positive. The hub is expected to be officially launched in September 2019.



**Strategic Indicator/  
measure**

**Progress**

**1.12** Implement the 2018/19 funded priorities in the Environmental Sustainability Strategy

**Achieved:** Initiatives implemented in 2018/19 included:

- » Implementing the Environment Sustainability Design Policy. The expiry date for this policy has been removed by the Minister for Planning and it will now be valid until the State Government has a replacement policy
- » Developing the Sustainable Building and Infrastructure Policy. Meetings were held with staff in City Design to progress this policy. Trials are being considered for Council to use recycled plastics. Fact sheets have been developed to promote using recycled products and to provide information on a life cycle approach to procurement
- » Raising local awareness of biodiversity and urban ecology through the Wetlands Wonders Event at Mulgrave Reserve and numerous planting days for the Skink Link project and establishing a bush kinder site at Fregon Reserve in Browns Road, Clayton
- » Clarifying Monash's emission profile and undertaking a feasibility study to prioritise actions for our greenhouse gas reduction target and renewable energy target. Utility data was collated in a databased CarbonetiX, which allows us to better track and analyse the data. A summary document is being prepared for community consultation
- » We are a member of Climate Council's Cities Power Partnership and Sustainability Victoria's TAKE 2 commitment
- » Community Engagement included attendance at a broad range of events and workshops including Wetland Wonders Mulgrave, Skink Link planting days, Clean Up Australia Day, and stalls at every Council event and festival
- » More than 200 discounted worm farms/compost bins were delivered to residents free of charge and there was a great take up of the Solar Savers program
- » Four more Monash businesses signed Environmental Upgrade Agreements (EUAs) for the installation of solar. Each totalled between \$100,000-150,000
- » Engagement continued with school students through school and kinder sustainability sessions, waste and recycling sessions, a Sustainability School Summit at CERES and Living Classroom event held in partnership with Boroondara Council.



Strategic Indicator/ measure	Progress
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<p><b>1.12</b> Implement the 2018/19 funded priorities in the Environmental Sustainability Strategy. (cont.)</p>	<ul style="list-style-type: none"> <li>» Reduction of Single Use Plastics – A Big Belly solar bin was installed to assess suitability to collect plastic film</li> <li>» Bins were rolled out to libraries and MARC to increase recycling at these venues. Library staff have received education material to assist in the correct use of the bins</li> <li>» Local Government Power Partnership Agreement – Monash was the first of 38 councils to sign up to this agreement which will provide us with a minimum of 90% renewable power for all Council facilities</li> <li>» Received Council support for business case and planned rollout of FOGO (food organics/green organics) in 2020. This was confirmed in the 2019/20 Budget.</li> </ul>
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<p><b>1.13</b> Implement the 2018/19 funded priorities in the Waste Management Strategy including the introduction of the new user pays hard waste service and participation with the Metropolitan Waste and Resource Recovery Group (MWRRG) and South Eastern Councils in the establishment of new advanced waste treatment technologies</p>	<p><b>Achieved:</b> The first year actions of the Waste Strategy have been completed and are embedded in the Sustainable Monash Business Plan which is monitored monthly. Achievements for 2018/19 include:</p> <ul style="list-style-type: none"> <li>» Continued success of the At Call hard waste service which commenced on 1 July 2018</li> <li>» Sustainable Monash is supporting the MWRRG in the business case and tender process for Advanced Waste Processing</li> <li>» The new hard waste contract will commence in August 2019 ensuring continued service delivery of the annual, At Call and dumped rubbish services</li> <li>» A project working group was established for the introduction of food into the green bin in 2020 FOGO (food organics in green organics) planning is on track for commencement in July 2020</li> <li>» Additional recycling opportunities were introduced at the Civic Centre and Monash Waste Transfer Station</li> <li>» The Monash Pride program has been expanded and is operating well</li> <li>» Introduced a twice weekly commercial service which is available to all commercial businesses in Monash.</li> </ul>
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## Service Performance Indicators

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

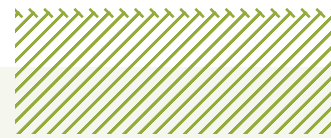
Service/Indicator/ measure	Results				Material Variations
	2016	2017	2018	2019	
<b>Statutory Planning</b> <b>Timeliness</b> Time taken to decide planning applications (The median number of days taken between receipt of a planning application and a decision on the application)	87	99	94	<b>74</b>	This is a pleasing result and demonstrates the outcomes of completing a backlog of work from previous years. New work practices that were introduced are having a positive impact on this measure. Council has again decided more application than it received for this financial year. For the 2015/16 to 2017/18 reporting periods there is a demonstrated trend downwards as Council's efficiency in moving applications through the process has increased.
<b>Service Standard</b> Planning applications decided within required time frames (The percentage of regular and VicSmart planning application decisions made within legislated time frames)	67.0%	65.71%	72.09%	<b>74.78%</b>	The unit has achieved a 3% increase in performance compared to last year with the team taking the opportunity to focus on quality outcomes and improved customer service. For the 2015/16 to 2017/18 reporting periods turnaround times progressively improved, demonstrating the effectiveness of improvements in the delivery of our service.
<b>Service cost</b> Cost of statutory planning service (The direct cost of the statutory planning service per planning application received)	\$1,442	\$1,910	\$2,157	<b>\$2,442</b>	We have seen a decrease in application numbers over the last 6 months which has resulted in a higher cost of service. Expenditure for this year was less than the previous year and we expect this figure to improve when application numbers received return to normal. For the 2015/16 to 2017/18 reporting periods the cost of the service reflects investments made in resourcing fluctuating numbers of applications.





Service/Indicator/ measure	Results				Material Variations
	2016	2017	2018	2019	
<p><b>Decision making</b> Council planning decisions upheld at VCAT (The percentage of planning application decisions subject to review by VCAT that were not set aside)</p>	55.00%	39.58%	45.95%	<b>47.97%</b>	<p>We continue to see high appeal numbers but not disproportional to the total numbers of applications received and determined. Amendment C125 is a seriously entertained policy by Council but, as the Minister has not introduced the full amendment into the planning scheme, it is still not being given full regard at VCAT and this is having an impact on this statistic.</p> <p>We continue to see the trend of plans being substituted at VCAT rather than resolving issues at the application stage before Council, which ultimately results in improved proposals and outcomes for Monash. In 53% or 41 of cases heard this financial year, plans were substituted to effectively address Council's concerns and to be in line with Council policy.</p> <p>For the 2015/16 to 2017/18 reporting periods we saw a drop in support by VCAT at the beginning and a steady increase in support occurring in subsequent years.</p>
<p><b>Animal Management</b> <b>Timeliness</b> Time taken to action animal management requests (The average number of days it has taken for Council to action animal management related requests)</p>	1.46	1.47	1.49	<b>1.43</b>	<p>There has been a steady increase in the number of animal management requests over the past four reporting periods, with 56% more requests being received in the current period as compared to the 2015/16 period. Despite the increase in request numbers, officers continue to respond to requests within 48 hours.</p>

Service/Indicator/ measure	Results				Material Variations
	2016	2017	2018	2019	
<p><b>Service Standard</b> Animals reclaimed (The percentage of collected registrable animals under the Domestic Animals Act 1994 reclaimed)</p>	29.55%	41.07%	54.76%	<b>48.20%</b>	There has been a steady decrease in the number of animals collected over the past four reporting periods and a general increase in the number of animals (registered and unregistered) reclaimed. As with previous years, all registered animals collected were reclaimed by their owners.
<p><b>Service cost</b> Cost of animal management service (The direct cost of the animal management service per registrable animal under the Domestic Animals Act 1994)</p>	\$49.44	\$62.48	\$61.38	<b>\$71.31</b>	The costs of service delivery has increased annually and this can largely be attributed to a significant increase in the cost of pound services and additional resources required to meet service demands.
<p><b>Health and Safety</b> Animal management prosecutions (The number of successful animal management prosecutions)</p>	7	11	12	<b>6</b>	There has been a 50% reduction in the number of prosecutions undertaken and these were all successful. The number of prosecutions undertaken annually is largely dependent on the number of animal management related offences reported to Council.
<p><b>Food Safety</b> <b>Timeliness</b> Time taken to action food complaints (The average number of days it has taken for Council to action food complaints received from members of the public about the safety or handling of food for sale)</p>	1.93	2.00	1.95	<b>1.73</b>	Data has been taken for the entire 2018 calendar year as per the 2018 Performance Reporting requirements. There is minor variation over the four reporting periods. The overall average for days taken to respond to food complaints has reduced in comparison to 2017 data.



Service/Indicator/ measure	Results				Material Variations
	2016	2017	2018	2019	
<p><b>Service standard</b> Food safety assessments (The percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)</p>	98.89%	98.81%	98.44%	<b>99.39%</b>	Data has been taken for the entire 2018 calendar year as per the 2018 Performance Reporting requirements. A very slight increase in this measure in comparison to 2017 data. Assessments could not be undertaken at six registered food premises in 2018 as these businesses closed during the year and did not reopen for trade again prior to year's end.
<p><b>Service cost</b> Cost of food safety service (The direct cost of the food safety service per food premises registered by Council, or for which Council has received notification, during the year)</p>	\$526.79	\$487.62	\$471.44	<b>\$493.99</b>	The overall average cost of service remains similar to previous years with only a slight increase.
<p><b>Health and safety</b> Critical and major non-compliance outcome notifications (The percentage of critical and major non-compliance outcome notifications that are followed up by Council)</p>	99.73%	97.08%	100%	<b>100%</b>	Data has been taken for the entire 2018 calendar year as per the 2018 Performance Reporting requirements. All non-compliance notifications have been followed up during the reporting period.



Service/Indicator/ measure	Results				Material Variations
	2016	2017	2018	2019	
<b>Waste collection Satisfaction</b> Kerbside bin collection requests (The number of kerbside bin collection requests per 1,000 kerbside bin collection households)	80.28	61.44	56.90	<b>73.03</b>	The increase in bin maintenance requests is due to the upcoming end of life expectancy of current bins.
<b>Service standard</b> Kerbside collection bins missed (The number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts)	4.38	2.22	2.76	<b>2.79</b>	Marginal variations in the results for the last three years and a significant improvement compared to 2015/16.
<b>Service cost</b> Cost of kerbside garbage bin collection service (The direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin)	\$89.23	\$89.48	\$96.83	<b>\$101.61</b>	Increase in costs is due to an annual increase in contract costs for cartage. Waste was previously disposed of at the Clayton site which was closer however, in the last four years the disposal site is in the City of Wyndham which is further away.
Cost of kerbside recyclables bin collection service (The direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin)	\$14.17	\$14.72	\$18.25	<b>\$35.09</b>	Previously Council received an income for recycling, there is now an expenditure on the disposal of recycling.
<b>Waste diversion</b> Kerbside collection waste diverted from landfill (The percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	50.99%	52.36%	50.86%	<b>49.81%</b>	Gradual decrease in recyclable tonnes due to change in industry packaging. Notable reduction in tonnes for green waste, seasonal fluctuations likely, however further investigation will be undertaken.







# Strategic Objective Two: INVITING OPEN & URBAN SPACES

## COMMUNITY OUTCOME

### What this means

We value our natural environment and want to preserve and enhance the leafy green character of our city. We want to protect Monash's desirability as a place to live, learn, work and play.

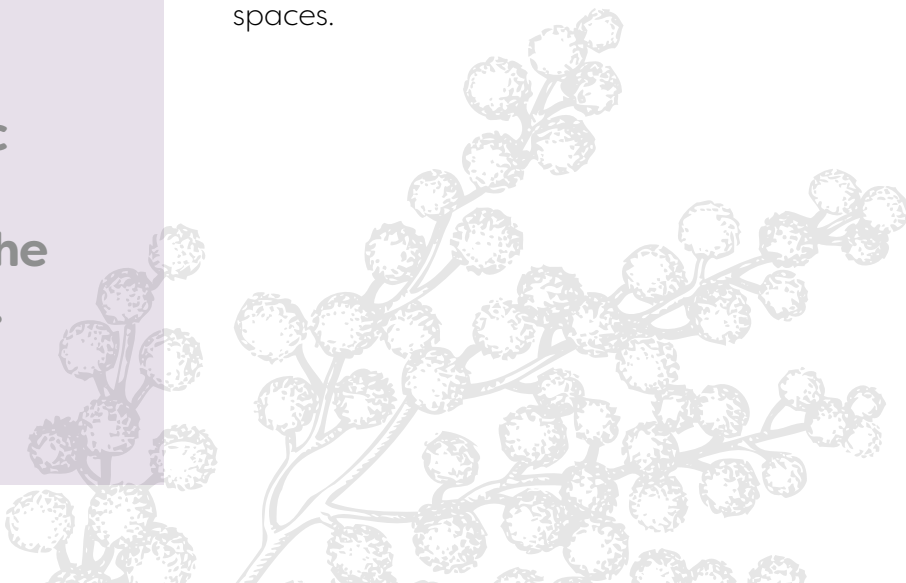
### What we will achieve over the next four years

We will work to plan and prioritise our infrastructure requiring renewal, modernisation and redevelopment.

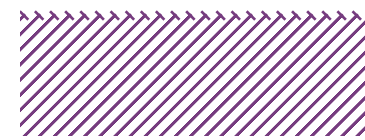
#### Strategies to achieve this outcome:

- » Ensuring the 'walkability' of our city
- » Improving our green open spaces and linking up our bicycle trails
- » Enhancing our Activity Centres with an increased focus on the moveability and prioritisation of pedestrians
- » Committing to long term infrastructure and asset management planning
- » Renewing and maximising use of our community and sporting facilities
- » Preserving and expanding our bushland and passive open spaces.

The following statement reviews the performance of Council against the Council Plan including results achieved in 2018/19 in relation to the strategic indicators included in the Council Plan.







## How we will we do this

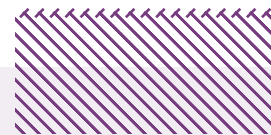
### Priority Projects:

- » Complete the Sports and Recreation Strategy to inform the renewal and upgrade of key community infrastructure including:
  - Sports grounds and reserves
  - Playgrounds
  - Bike paths and walking tracks
- » Continue to review community facilities to be flexible, innovative and adaptable to meet future community need, including the refurbishment of the Mount Waverley Community Centre and Mount Waverley Youth Centre
- » Reconstruction of Atherton Road, Oakleigh (Warrigal Rd to Clyde St)
- » Redevelopment of the Oakleigh Recreation Centre and Waverley Gymnastics Centre
- » Asset Management Strategy
  - Implement Strategy
  - Update Asset Management Plans
- » Continue to explore the possible sale and redevelopment of the Glen Waverley Central Car Park site
- » Improve our Activity Centres and pedestrian movements.

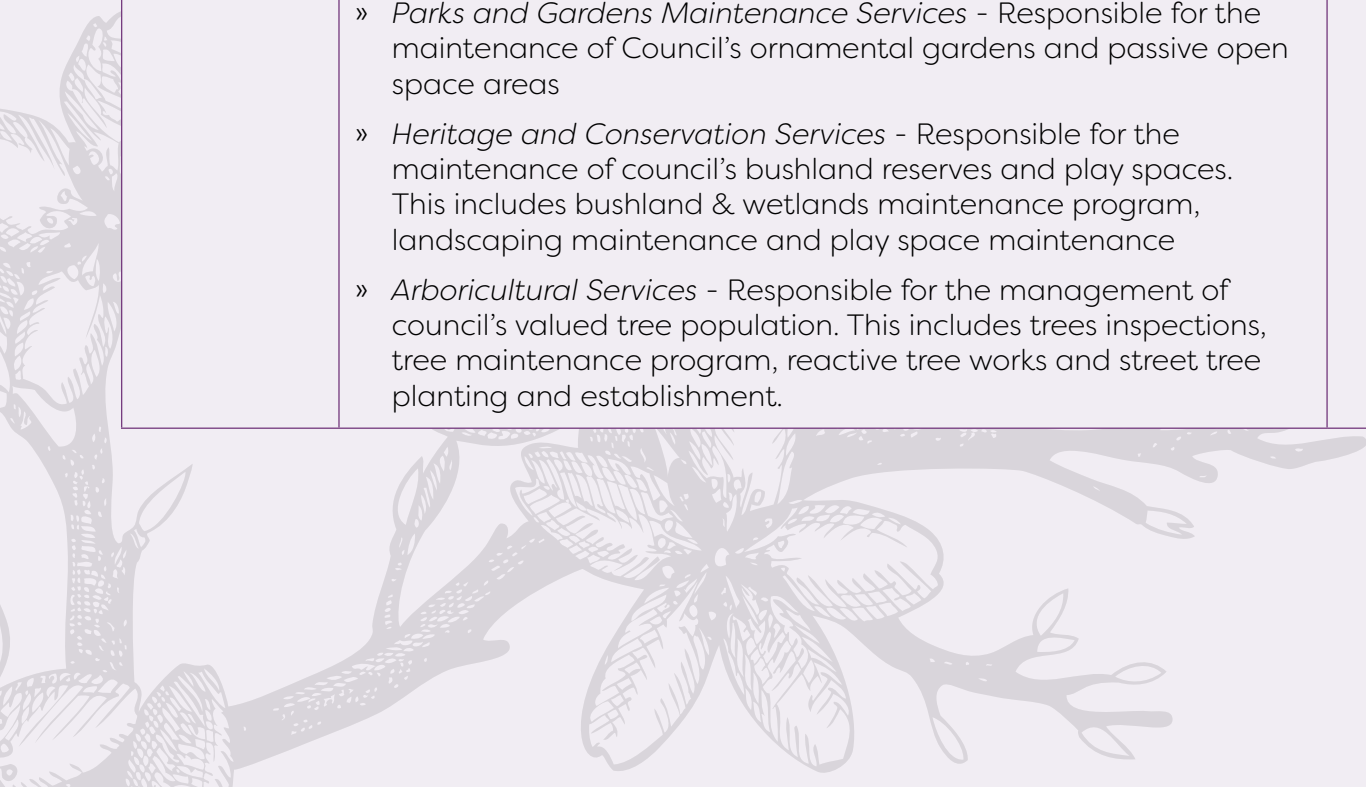
The following statement provides information in relation to the services funded in the 2018/19 budget and the persons or sections of the community who are provided the service.

Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>Strategic Asset Management</b>	<p>Strategic Asset Management provides a range of maintenance and support services for Council, the Division and the Monash Operations Centre (MOC) and provides a high level of response and scheduled programs.</p> <p><b>The services include:</b></p> <ul style="list-style-type: none"> <li>» <i>Fleet Management</i> - Vehicle and plant maintenance and repair, store control, facility management of the Monash Operations Centre</li> <li>» <i>Infrastructure Maintenance</i> - Drainage maintenance, road asset maintenance, after hours service; and emergency management support to MERO</li> <li>» <i>Facility Maintenance</i> - Building and structures maintenance, facility programs, facility services</li> <li>» <i>Strategic Asset Management</i> - Asset management policy strategy and plans, capital works planning, asset data collection and asset information systems</li> <li>» <i>Infrastructure Support</i> - Administration related to works and correspondence management supporting the activities of the Infrastructure Division.</li> </ul>	12,680 12,220 ( 460)

Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>Capital Works</b>	<p><b>The Capital Works Department is responsible for:</b></p> <ul style="list-style-type: none"> <li>» The delivery of Civil Infrastructure projects</li> <li>» Delivery of Building and Reserves related projects</li> <li>» The delivery of Major Projects: Oakleigh Recreation Centre, Atkinson Street multi-level Car Park, Montclair Car park</li> <li>» Key role in the development of Council's annual and long term Capital Works Program</li> <li>» Planning and delivery of road and footpath renewal and maintenance programs</li> <li>» Certification of subdivision/major private development construction that create assets that will be handed over to Council once completed (e.g. Waverley Park)</li> <li>» Administration of contracts undertaken by the Infrastructure Division</li> <li>» Utility Works - coordination of Council asset reinstatement</li> <li>» Project support services to the Division.</li> </ul>	<p>2,142</p> <p><u>2,479</u></p> <p>337</p>
<b>Engineering</b>	<p>Engineering administers, monitors and co-ordinates a comprehensive Capital Improvement Program to meet the Council's infrastructure requirements and the needs of the general public.</p> <p><b>The Department manages a diverse portfolio and is broken up into four main areas:</b></p> <ul style="list-style-type: none"> <li>» Transport Engineering, including bicycle facilities</li> <li>» Development Engineering, including drainage</li> <li>» Engineering Design</li> <li>» Asset Protection and Contracts.</li> </ul> <p><b>Other customer service tasks that the Department is involved with are:</b></p> <ul style="list-style-type: none"> <li>» Street and Reserve Lighting - upgrades and requests</li> <li>» Shared fencing with Council properties</li> <li>» Legal points of Discharge</li> <li>» Council permits ranging from vehicle crossings to asset protection</li> <li>» Drainage plan and Use of Easement Approvals.</li> </ul>	<p>2,077</p> <p><u>2,629</u></p> <p>552</p>

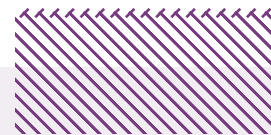


Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>Property</b>	<p>Property is responsible for the contractual management, sale and facilitation of development of Council-owned or managed properties.</p> <p><b>This includes:</b></p> <ul style="list-style-type: none"> <li>» Facilitating private and public development on Council land to enhance the economic viability of the area</li> <li>» Conducting feasibilities for potential development of major facilities such as car parks within activity centres or sports pavilions in reserves</li> <li>» Management of the purchase or sale of land required for or surplus to Council needs</li> <li>» Management of leases, licences and agreements associated with Council properties.</li> </ul>	<p style="text-align: right;">521 471 <hr style="width: 50px; margin: 0 auto;"/> (50)</p>
<b>Horticultural Services</b>	<p>Horticultural Services provides a range of services for the maintenance of horticulture and associated assets for Council managed public land.</p> <p><b>The department is made up of four service areas:</b></p> <ul style="list-style-type: none"> <li>» <i>Sports Ground and Golf Course Maintenance Services</i> – Responsible for the maintenance of Council’s sportsgrounds and golf courses. This includes proactive maintenance program and sports grounds &amp; golf course capital works</li> <li>» <i>Parks and Gardens Maintenance Services</i> - Responsible for the maintenance of Council’s ornamental gardens and passive open space areas</li> <li>» <i>Heritage and Conservation Services</i> - Responsible for the maintenance of council’s bushland reserves and play spaces. This includes bushland &amp; wetlands maintenance program, landscaping maintenance and play space maintenance</li> <li>» <i>Arboricultural Services</i> - Responsible for the management of council’s valued tree population. This includes trees inspections, tree maintenance program, reactive tree works and street tree planting and establishment.</li> </ul>	<p style="text-align: right;">13,572 13,144 <hr style="width: 50px; margin: 0 auto;"/> (428)</p>





Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>City Design</b>	<p>City Design's role is to guide city design and assist Council in making the City of Monash a more liveable and sustainable city.</p> <p><b>This includes:</b></p> <ul style="list-style-type: none"> <li>» Providing a multi-disciplinary range of planning and design services, including environmental, heritage, civic, landscape and architecture to all Council departments</li> <li>» Working across council to assist in the development of current and future community needs in relation to facilities, public spaces and infrastructure</li> <li>» 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</li> <li>» Developing and maintaining appropriate design standards for civic and community buildings, as well as natural and built environments.</li> </ul>	<p style="text-align: right;">566 381 <hr style="width: 50px; margin: 0 auto;"/> (185)</p>
<b>Active Monash</b>	<p>Active Monash comprises Aquatics and Leisure Services, and Recreation Services, and supports improved community health and wellbeing through active participation in sports and leisure activities.</p> <p><i>Recreation Services</i> – This Unit has four responsibility areas including: strategy and policy development; capital works planning and development; facility management; and club development and support, and programs. Recreation delivers a large annual capital works program, upgrading playgrounds, sports pavilions and facilities and other associated works to support local grassroots sport and recreation.</p> <p><b>The Aquatic and Leisure Services Business Unit</b> – This Unit manages the following centres:</p> <ul style="list-style-type: none"> <li>» Clayton Aquatics and Health Club (CAHC)</li> <li>» Monash Aquatic and Recreation Centre (MARC)</li> <li>» Oakleigh Recreation Centre (ORC)</li> </ul>	<p style="text-align: right;">1,409 612 <hr style="width: 50px; margin: 0 auto;"/> (797)</p>

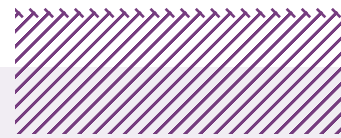


## Actions in 2018/19

Strategic Indicator/ measure	Progress
<p><b>2.1 MAJOR INITIATIVE 1</b> Sportsground renewal program - Complete the redevelopment of the Holmesglen Sports Ground</p>	<p><b>Achieved:</b> Works were completed on the \$800,000 redevelopment of the Holmesglen Reserve in Ashwood to improve the playing surface of the rugby pitch. The works will significantly improve drainage and drought tolerance with the installation of the new turf surface and a highly efficient irrigation system. Work started in early September 2018 and took approximately four months to complete. The ground was re-opened for general community recreation use in May 2019.</p>
<p><b>2.2 MAJOR INITIATIVE 2</b> Progress redevelopment of the Oakleigh Recreation Centre &amp; Waverley Gymnastics Centre</p>	<p><b>Achieved:</b> The \$24.4 million redevelopment of the Oakleigh Recreation Centre &amp; Waverley Gymnastics Centre is progressing. The project includes the construction of five new indoor multipurpose courts, gymnasium upgrade and conversion of the existing stadium to a state level gymnastics facility for the Waverley Gymnastics Centre. Detailed plans and costings for the project were completed in December 2018 and tenders were called between January and March 2019. In May 2019, Council awarded the tender to APM Group and works commenced in June 2019 with site establishment, site boundary fencing, investigative works, demolition and basic services set out. The project is expected to be completed by October 2020.</p>
<p><b>2.3 MAJOR INITIATIVE 3</b> Progress the reconstruction of Atherton Road, Oakleigh (Warrigal Road to Clyde Street)</p>	<p><b>Achieved:</b> This \$5.8 million project to improve the streetscape along Atherton Road between Warrigal Road and Clyde Street, Oakleigh started in September 2018 and included:</p> <ul style="list-style-type: none"> <li>» New widened footpaths with granite paving and a new asphalt road surface</li> <li>» New street lighting</li> <li>» Improved stormwater drainage with water sensitive urban design to minimise street tree root problems</li> <li>» Indented and modified parking bays</li> <li>» Removal of street trees causing damage to services and replacement of these trees with a mature species.</li> </ul> <p>The remaining works, including asphalt resurfacing, traffic signals, understorey planting, lighting and bollard installation at Eaton Mall will be completed by October 2019.</p>
<p><b>2.4</b> Complete the construction of the following six playspaces: Adrian Street, Mount Waverley; Catherine Avenue, Mount Waverley; Dennis Street, Clayton; Glen Waverley North Reserve; LXRA Centre Road West Community; and Mannering Drive, Glen Waverley</p>	<p><b>Achieved:</b> Construction of playspaces at Adrian Street, Mount Waverley; Catherine Avenue, Mount Waverley; Dennis Street, Clayton; Glen Waverley North Reserve; LXRA Centre Road West Community; and Mannering Drive, Glen Waverley were completed on time and within budget.</p>

Strategic Indicator/ measure	Progress
<p><b>2.5</b> Commence the Pinewood Reserve Pavilion redevelopment</p>	<p><b>Achieved:</b> The \$900,240 project to redevelop the Pinewood Reserve Pavilion involved upgrading both change rooms with cubicle toilets and showers to ensure player privacy, introducing two unisex accessible toilets, refurbishing the two umpire’s rooms, creating modern storage facilities and upgrading the contemporary building facade. It was partially funded by the Victorian Government through the Community Sports Infrastructure Fund – Female Friendly Facilities Program through which Council received a \$100,000 contribution. Pinewood Reserve is a vibrant hub of junior sporting activities within the Mount Waverley area and the upgraded pavilion will help to encourage female participation football and cricket. Tenant club Waverley Blues Football Club currently hosts five youth girls teams and one senior female team and the Mount Waverley Cricket Club have an U/13 and U/16 girls team playing at the reserve.</p>
<p><b>2.6</b> Complete the construction of Columbia Park Pavilion</p>	<p><b>Achieved:</b> The new \$2.1 million sports pavilion at Columbia Park in Wheelers Hill has delivered significant benefits for the tenant sporting clubs including one of Monash’s largest Australian rules clubs with 20 junior football teams. Among the two tenant sports clubs based at Columbia Park, there is a total of 538 members. Key features of the new pavilion include unisex change rooms with female friendly amenities, large kitchen and kiosk serving area, umpires change rooms and a multi-purpose community meeting space. The Victorian Government contributed \$300,000 toward the project which was largely driven to support the growth in female sport.</p>
<p><b>2.7</b> Complete the 2018/19 Stage of the Avendon Estate Cypress Windrow Replacement Program</p>	<p><b>Achieved:</b> The 2018/19 stage of the Avendon Estate Cypress Windrow Replacement Program was successfully completed. Tree removal and revegetation works were delivered, while landscape design was commenced for future stages.</p>
<p><b>2.8</b> Implement Year 3 of the Street Tree Strategy</p>	<p><b>Achieved:</b> Year 3 actions of the Street Tree Strategy were successfully delivered which resulted in 20 streets throughout the City being assessed for renewal; approximately 700 trees being assessed; and 125 trees being approved for removal. A total of 96 of the 125 will be replaced, while 242 new trees were planted on vacant sites. A grand total of 338 trees were planted as a result of the Year 3 implementation program.</p>
<p><b>2.9</b> Complete the Drainage Construction Plan – including: 3-4 Harwood Close, Wheelers Hill; 34-52 Josephine Ave, Mt Waverley; and 2-10 Keith Street, Oakleigh East</p>	<p><b>Achieved:</b> Council completed the following three Drainage Construction Plans this year on time and within budget:</p> <ul style="list-style-type: none"> <li>» 3-4 Harwood Close, Wheelers Hill</li> <li>» 34-52 Josephine Ave, Mt Waverley</li> <li>» 2-10 Keith Street, Oakleigh East.</li> </ul>





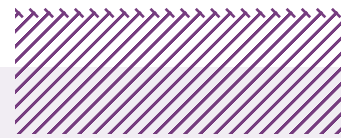
Strategic Indicator/ measure	Progress
<b>2.10</b> Complete footpath priority works as identified in the Asset Renewal Program	<b>Achieved:</b> A total of 35,900 m <sup>2</sup> of footpath was renewed across Monash in 2018/19. All of the priority works identified in the Asset Renewal Program were completed.
<b>2.11</b> Complete road resurfacing priority works as identified in the Asset Renewal Program	<b>Achieved:</b> The Local Road Resurfacing Program was completed for the year at priority sites across Monash including Grenfell Road, Heany Street and Alvie Road in Mount Waverley; Barrington Drive in Ashwood and the Wellington Road service road in Mulgrave. Preparation and scoping work were undertaken to identify sites to be included in the program for the 2019/20 financial year.
<b>2.12</b> Implement the Asset Management Plans, i.e. Asset Management Plans - Buildings, Roads & Footpaths	<b>Achieved:</b> Revised Asset Management Plans (AMPs) for Roads, Paths, Public Lighting and Facilities were approved by the Executive Leadership Team on 31 May 2019. Improvement plans for each of these AMPs are now being implemented. AMPs are reviewed every four years and the improvement plans are delivered in that four year period between reviews.



## 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
	2016	2017	2018	2019	
<b>Aquatic Facilities</b>					
<b>Service standard</b> Health inspections of aquatic facilities (The number of inspections by an authorised officer within the meaning of the Public Health and Wellbeing Act 2008 carried out per Council aquatic facility)	1.33	1	0.67	<b>1.00</b>	One inspection conducted per centre during the year, similar to 2015/16 and 2016/17. Only two centres received an inspection in 2017/18.
Reportable safety incidents at aquatic facilities (The number of WorkSafe reportable aquatic facility safety incidents)	1	1	3	<b>0</b>	No incidents reported during the year.
<b>Service cost</b> Cost of indoor aquatic facilities (The direct cost less any income received of providing indoor aquatic facilities per visit)	\$0.30	\$0.26	\$0.62	<b>\$1.05</b>	There was minimal change in the previous three years. The significant increase in costs compared to 2017/18 and the current reporting period was due to closure of Oakleigh Recreation Centre (ORC) for redevelopment. There was no winter stadium competition and full closure of ORC centre from end of April 19, reduction in Membership and Group Fitness Income. Also reactive maintenance at MARC resulted in closure of the wave pool.



Service/Indicator/ measure	Results				Material Variations
	2016	2017	2018	2019	
<p><b>Utilisation</b> Utilisation of aquatic facilities (The number of visits to aquatic facilities per head of municipal population)</p>	8.50	8.53	8.25	<b>8.30</b>	Marginal variation over the four year period. However, aquatic attendance growth remains subdued primarily due to the closure of Oakleigh Recreation Centre (ORC) in April for redevelopment and limited capacity for program expansion at Monash Aquatic & Recreation Centre (MARC). These issues will be addressed through the planned re-opening of ORC in late 2020 and planning works for MARC.
<p><b>Roads</b> <b>Satisfaction of use</b> Sealed local road requests (The number of sealed local road requests per 100 kilometres of sealed local road)</p>	19.9	23.9	27.2	<b>28.7</b>	Minor variations in requests over the past three years.
<p><b>Condition</b> Sealed local roads maintained to condition standards (The percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)</p>	95.9%	98.5%	98.5%	<b>98.5%</b>	No change in condition.







Service/Indicator/ measure	Results				Material Variations
	2016	2017	2018	2019	
<b>Service cost</b> Cost of sealed local road reconstruction (The direct reconstruction cost per square metre of sealed local roads reconstructed)	\$86.50	\$98.95	\$92.16	<b>\$0.00</b>	There was no reconstruction of road pavements during 2018/19. Street refurbishment projects did occur in this period that included replacement of kerbs, resurfacing, streetscape works and drainage works however, there was no reconstruction work undertaken as part of these projects.
Cost of sealed local road resealing (The direct resealing cost per square metre of sealed local roads resealed)	\$36.45	\$28.07	\$21.81	<b>\$30.90</b>	The unit cost for resurfacing projects has increased compared to the two previous years due to the nature of individual projects. Many of the projects were small in area, resulting in increased overall unit costs for the Road Resurfacing Program.
<b>Satisfaction</b> Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)	72	69	77	<b>78</b>	<p>The 2019 Community Satisfaction Survey result for Monash on this measure shows a 1 point increase compared to 2017/18. This is an excellent result for Monash. In 2018, no other Council achieved a score above 73 for this measure.</p> <p>The 2019 state wide LGCC Survey showed the metro Melbourne benchmark for satisfaction with sealed roads was 69, significantly below the Monash score of 78.</p>

# Strategic Objective Three: AN INCLUSIVE COMMUNITY

## COMMUNITY OUTCOME

### What this means

Our people and our communities are healthy, connected and engaged.

### What we will achieve over the next four years

We will advocate with our community on issues that are important to them. We will ensure our services are accessible to all and continue to be responsive to changing community needs.

### Strategies to achieve this outcome:

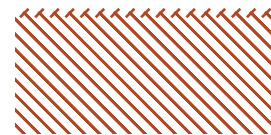
- » Supporting families and children to create a 'Child-Friendly City'
- » Enabling residents to live independently and safely in their own community
- » Facilitating more engaged, socially connected communities
- » Strengthening Monash as an 'Age-Friendly' City
- » Fostering an equitable, just and inclusive Monash
- » Delivering integrated planning and community strengthening.

### How we will we do this

Council will support An Inclusive Community through ongoing delivery of a range of services including: Aged and Community Care Services, Children, Youth and Family Services, Community Planning and Development, and Information and Arts.

The following statement reviews the performance of Council against the Council Plan including results achieved in 2018/19 relation to the strategic indicators included in the Council Plan.





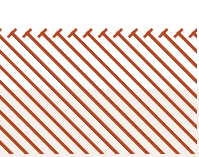
### Priority Projects:

- » Advocacy program on key issues impacting our community:
  - Gender Equity and Prevention of Violence Against Women
  - Youth mental health
  - Gambling-related harms
  - Commonwealth aged and community services to our residents
  - Homelessness
- » Implement an Access and Equity Framework including an updated Monash Health and Wellbeing Partnership Plan 2017-2021
- » Deliver key actions in the plan for an Age-Friendly City
- » Complete the Oakleigh ‘Western Gateway’ Community Safety Project
- » Work towards accreditation as a ‘Child-Friendly City’
- » Celebrate our multicultural community.

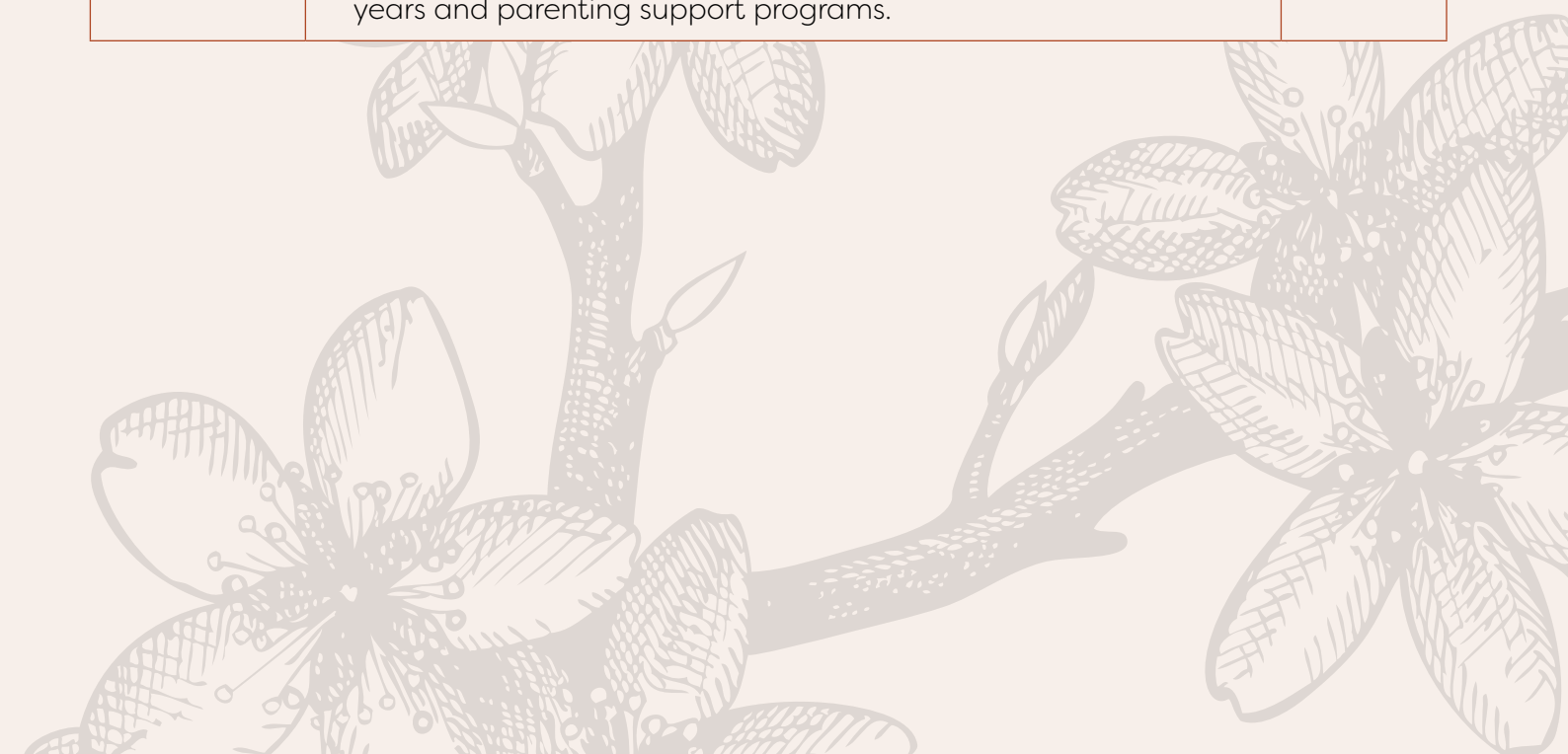
**The following statement provides information in relation to the services funded in the 2018/19 budget and the persons or sections of the community who are provided the service.**

Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>Aged and Community Services</b>	Aged and Community Care is responsible for a range of service delivery and service planning activities that directly support seniors and people with disabilities 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 Program and Council fund a range of additional activities focused on ensuring seniors throughout Monash have multiple opportunities to stay socially active and connected within their community.	528 635 <hr/> 107
<b>Monash Public Library Service</b>	Monash Public Library Service develops and delivers public library collections, activities, spaces and services to inform, inspire and include everyone in the community. Services are delivered online and at six branches across the municipality.	4,160 4,331 <hr/> 171





Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>Children, Youth and Family Services</b>	<p>Children, Youth and Family Services delivers a range of services for children and young people 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 Council include:</p> <ul style="list-style-type: none"> <li>» <i>Maternal and Child Health Service</i> - Provides support to families with young children and is provided across a number of centres located across the municipality. Other services include an Outreach program for vulnerable families with young children</li> <li>» <i>Immunisation Service</i> - Provides infant vaccines across the municipality and an immunization program for secondary colleges</li> <li>» <i>Kindergartens</i> - Council provides a central enrolment system for kindergartens, most of which are operated from Council-owned buildings</li> <li>» <i>Family Day Care</i> - Home based early learning and care program;</li> <li>» <i>Brine St Childcare and Kindergarten</i> - a centre based early learning &amp; child care centre operated by Council</li> <li>» <i>Monash Youth Services (MYS)</i> - Provides generalist youth support to young people aged 10-25 years</li> <li>» <i>Early Years &amp; Integrated Family Support</i> - 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.</li> </ul>	<p>2,443 <u>2,737</u> 294</p>

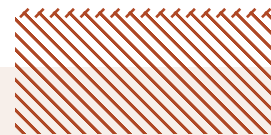


Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>Community Strengthening</b>	<p>Community Strengthening is responsible for the following areas:</p> <ul style="list-style-type: none"> <li>» Community development and capacity building</li> <li>» Health Promotion, including harm from gambling, alcohol and other drugs</li> <li>» Social Research and Integrated Planning</li> <li>» Inclusion and Diversity</li> <li>» Gender Equity</li> <li>» Place Making and Community Safety</li> <li>» Community and social infrastructure projects and planning</li> <li>» Advocacy.</li> </ul> <p>Community Strengthening builds community capacity through community development initiatives, enabling Council and community partners to make informed, effective decisions. The team implements integrated actions to improve community health and wellbeing through the provision of high quality social policy development, community development, research, planning coordination and advice.</p>	<p>3,391</p> <p><u>3,622</u></p> <p>231</p>
<b>Arts &amp; Culture</b>	<p>Arts &amp; Culture works closely with community, cultural and arts groups to deliver a range of community festivals, including: Ashwood Chadstone Neighbourhood Event; Monash Carols by Candlelight Concert; Clayton Festival; Live at Warrawee; and Winter Concert Series.</p>	<p>1,370</p> <p><u>1,239</u></p> <p>(131)</p>
<b>Monash Gallery of Art (MGA)</b>	<p>Monash Gallery of Art (MGA) is the Australian home of photography and Monash's major cultural institution, MGA delivers high quality, thought provoking exhibitions, events and education and public programs each year.</p>	<p>457</p> <p><u>695</u></p> <p>238</p>



## Actions in 2018/19

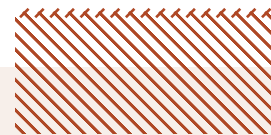
Strategic Indicator/ measure	Progress
<p><b>3.1</b> Roll out the 'Child Safe Standards' across the organisation</p>	<p><b>Progressing:</b> Training in the new Child Safe Standards regulations is continuing at team meetings across the organisation. Coordinators completed the training in June, with Managers the next group to be trained. The Procurement Team has incorporated new wording on Child Safe Standards into tender documents.</p>
<p><b>3.2</b> Council to work with the Monash Community Safety Special Advisory Committee to undertake a pilot project to address perceptions of safety in the Monash community</p>	<p><b>Achieved:</b> This pilot project called 'Meet your Street' is well underway. Postcards have been delivered to our four precincts in Monash that were identified as suitable areas to roll the project out. The Project Officer is undertaking a review of our 'Street Party' Kit and is producing a 'Meet Your Street' resident help booklet. Articles promoting 'Meet your Street' were published in the Monash Bulletin in August 2018 and April 2019.</p>
<p><b>3.3</b> Promote inclusion and wellbeing across all Monash sporting clubs</p>	<p><b>Achieved:</b> Ten sporting clubs in Monash participated in the Community Leaders United By Sport (CLUBS) pilot program which is designed to help to address inclusion in sporting clubs. In February 2019, 28 'champions' from the 10 clubs took part in three focus groups to understand the barriers to the participation of women and girls in sport in Monash. The focus groups highlighted the importance of club culture, rather than infrastructure, in making women and girls feel welcome at a club and whether or not they felt comfortable taking on a leadership role. To address some of the issues raised in the focus groups, five leadership training sessions were developed and delivered between February and April 2019, supported by project partners Monash University and Link Health &amp; Community and funded by Sport and Recreation Victoria. Clubs had the opportunity to further develop inter-club relationships through a Community of Practice. Ongoing support has been provided by officers and as a result of the program, clubs have begun to take action to become more welcoming and inclusive including:</p> <ul style="list-style-type: none"> <li>» Forming a diversity sub-committee</li> <li>» Increasing the number of women on their committees</li> <li>» Formalising processes in their club</li> <li>» Reviewing their club communications to ensure women and girls are represented</li> <li>» Surveying members on their needs</li> <li>» Successfully applying for funding to support women at their club.</li> </ul> <p>In June 2019 a forum was held to celebrate the work of the 10 clubs involved, as well as share the learnings with Monash sports clubs more broadly through a panel of four of the club champions involved in the program. Around 40 clubs across a variety of sports attended.</p>



Strategic Indicator/ measure	Progress
<b>3.3</b> Promote inclusion and wellbeing across all Monash sporting clubs. (cont.)	The Changing the Game project has commenced with 30 participants representing 20 clubs attending the initial forum. The topic was Alcohol Harm Prevention and Healthy Environments within Clubs. The first Responsible Service of Alcohol training has been held with 40 attending. The second component of this project is Mental Health First aid training which is scheduled for later in 2019. Planning is continuing for Year 2 of the project.
<b>3.4</b> Continue the advocacy on key issues impacting our community: Gender Equity & Prevention of Violence Against Women; aged care reforms; homelessness; youth mental health (headspace); and harm from gambling	<b>Achieved:</b> Council continued advocating on key issues in 2018/19. These included: <ul style="list-style-type: none"><li>» <i>headspace</i> - The Federal Government announced in March 2019 that it will fund a headspace centre for Monash marking success for this ongoing youth mental health advocacy campaign. The commitment, participation and energy from young people involved in the campaign was acknowledged by the Mayor, Cr Shane McCluskey, Cr Rebecca Paterson and senior Council officers at an informal celebration in April 2019. This was followed by a formal acknowledgment at the April Council Meeting where proceedings were suspended and young people were presented with certificates in the Council Chambers</li><li>» <i>Playing Fair Project</i> - Council successfully secured \$90,000 to develop and trial this new, innovative model for promoting gender equity and challenging gender stereotypes through the playgroups setting within Monash. A literature review and observation of six playgroup sites have occurred and a training manual package is being developed for playgroup facilitators across Monash. It will be piloted in August</li><li>» <i>Inner East Faith Communities Unite for Safety and Respect Project</i> - Monash Council is the lead in this project in consultation with the four Inner East Council's Interfaith Networks. In 2018, faith communities spoke out saying they would value building their capacity in a few areas to improve knowledge, skills and confidence in how to prevent and respond to family violence. To address this, three workshops were conducted for Monash Faith representatives in April, May and June 2019 with around 100 people participating. A Call to Action Forum has been scheduled with over 100 faith leaders and community representatives attending to conclude the project in July.</li></ul>

Strategic Indicator/ measure	Progress
<p><b>3.4</b> Continue the advocacy on key issues impacting our community: Gender Equity &amp; Prevention of Violence Against Women; aged care reforms; homelessness; youth mental health (headspace); and harm from gambling. (cont.)</p>	<ul style="list-style-type: none"> <li>» <i>Raise It</i> - Council Managers identified 40 Raise It Champions across all departments to participate in this pilot program to help to have safe conversations about important issues in the workplace such as addressing sexual harassment, pregnancy and return-to-work discrimination and access to flexible work arrangements. The Raise It Champions attended a two hour master class in December and a four hour training session in February. The Champions have since discussed the topics raised in their respective team meetings and have displayed the posters and conversation cards in their work areas. The evaluation has shown that the Champion model was very successful and Council is exploring how to embed this model across the organisation</li> <li>» <i>Pokies Play Monash</i> - In partnership with the Alliance for Gambling Reform, Council continued to raise awareness of the high levels of gambling harm within the municipality. The campaign called on residents to join by registering online and to support Monash to advocate for the separation of sports and gambling, fewer poker machines and a reduction of the operating hours for venues with a licence for electronic gaming machines</li> <li>» <i>Gender Equity in Urban Space</i> - In partnership with Women's Health East and Maroondah Council, Monash Council has been successful in attracting a \$10,000 grant from the Office for Women to conduct gender equity walks across Monash and Maroondah, which will inform an audit tool to be used for future planning and developing urban spaces.</li> </ul>
<p><b>3.5</b> Implement the Health and Resilient Monash Integrated Plan 2017-2021</p>	<p><b>Achieved:</b> Achievements and highlights of Year Two actions implemented from the Healthy and Resilient Monash Integrated Plan 2017-2021 were reported to Council on 25 June 2019. This year we introduced a qualitative evaluation method called "Most Significant Change" for selected projects which included:</p> <ul style="list-style-type: none"> <li>» Family Fun Day 2018 at Batesford Reserve, Chadstone</li> <li>» Active Monash supporting young people with a disability through work experience</li> <li>» Young Women's Leadership Program</li> <li>» Cabena Child &amp; Family Centre (flexible hours playgroup)</li> <li>» Active Monash Month</li> <li>» Monash Interfaith Gathering</li> <li>» Pathway for Carers</li> <li>» My Place My Story: Making Clayton Home</li> <li>» Storytimes at our libraries.</li> </ul> <p>The 'Most Significant Change' method draws on the experience of residents, users and attendees of the various programs, events and services offered throughout the year that align with The Plan.</p> <p>A highlights video was produced looking at the impact of Council's 'A Healthy and Resilient Monash: Integrated Plan 2017-2021' on residents and service users as part of reporting back on the Year Two actions.</p>



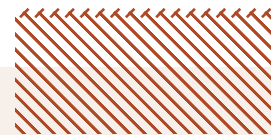


Strategic Indicator/ measure	Progress
<p><b>3.6</b> Implement Year One of the Monash Gallery of Art (MGA) Strategic Plan</p>	<p><b>Achieved:</b> Highlights of the Year One initiatives included:</p> <ul style="list-style-type: none"> <li>» The exhibition program 2018/2021 plan was developed and the 2018/19 exhibition program was successfully delivered, featuring five exhibition seasons over the year. There was an increase in visitation from 2017/18</li> <li>» MGA's touring exhibition program, The tour of John Gollings: the history of the built world marked the first exhibition in MGA's international touring program which provides an international platform for Australian photographers. In 2019 the exhibition began its tour to India as part of Australia Fest and Photosphere as well multiple Australian venues</li> <li>» The Collection Development Program resulting in 31 new works purchased and 165 works valued at over \$300,000 donated to the MGA Collection</li> <li>» Audience segmentation: audience segments were identified and developed</li> <li>» An exhibition strategy was devised to focus on achieving the strategic objectives of MGA</li> <li>» MGA's Education and Public engagement programs continue to create innovative and meaningful points of connection to the community, with an increased focus on fostering creativity particularly through free kids and adults in the gallery and developing partnerships with leading education and community groups</li> <li>» MGA launched a new patrons program which tied into a new fundraising campaign to support MGA in 2019/20. MGA successfully exceeded the \$50,000 which was matched by Creative Partnerships Australia through Plus1, which means MGA has \$100,000 in secured philanthropic support for 2019/20</li> <li>» MGA/Wheelers Hill Library Feasibility Study grant of \$400,000 was received from the Victorian State Government. The feasibility study will begin in July 2019 and will look at the future of MGA, the site and its place within the networks of arts and cultural institutions across Victoria.</li> </ul>
<p><b>3.7</b> Develop new Plans for-Public Library Service and Arts and Cultural Development</p>	<p><b>Achieved:</b> The Library Services Plan is in development and expected to be completed in September 2019. The Arts and Cultural Development Plan has been developed to guide work and identify the priorities over the next 12 months. The action plan will be implemented throughout 2019/20.</p>
<p><b>3.8</b> Implement the Safe and Effective Festivals and Events Framework</p>	<p><b>Achieved:</b> The Safe Events Policy and Guidelines have been developed to provide a consistent approach to planning and approving community events in Monash. Safe Events will support community event organisers through the necessary Council approval processes and ensure that events are planned and delivered in a safe and considered manner. Council has produced a suite of helpful information, including an Event Planning Toolkit, a suite of templates and guidelines, as well as training workshops for community groups.</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
	2016	2017	2018	2019	
<b>Maternal and Child Health (MCH)</b> <b>Satisfaction</b> Participation in first MCH home visit (The percentage of infants enrolled in the MCH service who receive the first MCH home visit)	104.14%	99.95%	102.00%	<b>98.74%</b>	Home visiting indicators show a slight decrease in participation rates of the first MCH home visits to City of Monash residents. Variations year to year are dependent on infant prematurity and the movement of families into or out of the municipality, with birth notifications being received in Monash. However, the initial home visit is completed by another council as the family resides there for a few weeks/ months after birth.
<b>Service Standard</b> Infant enrolment in the MCH service (The percentage of infants enrolled in the MCH service)	100%	100.75%	100.94%	<b>100.00%</b>	Marginal variation in infant enrolments over the four year period.
<b>Service Cost</b> Cost of MCH service (The cost of the MCH service per hour of service delivered)	\$64.89	\$69.21	\$61.38	<b>\$67.55</b>	There has been a significant increase in the cost of the running of the service as the Enhanced Maternal Child Health program has expanded to meet the increased needs of vulnerable families. This has been an increase in EFT associated with the expansion contributing to the increased cost of the service. The City of Monash aims to provide a quality service that is cost effective and continues to meet community expectations. The support staff who are directly involved with delivery of service are included in the number of MCH hours worked along with the MCH nurses and family support workers.



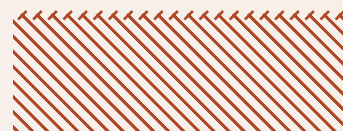
Service/Indicator/ measure	Results				Material Variations
	2016	2017	2018	2019	
<p><b>Participation</b> Participation in the MCH service (The percentage of children enrolled who participate in the MCH service)</p>	79.81%	76.05%	79.27%	<b>77.07%</b>	There has been a slight decrease in the participation rate which can be associated with a state wide MCH staffing shortage. Permanent staff have been on leave with limited casual staff available to cover this leave which has affected consultations. We have now created a supported graduate program to increase our casual staff pool.
<p><b>Participation</b> Participation in the MCH service by Aboriginal children (The percentage of Aboriginal children enrolled who participate in the MCH service)</p>	73.91%	70.73%	72.13%	<b>85.71%</b>	There is a significant increase in attendance of Aboriginal and Torres Strait Islander (ABTSI) children and families in response to continued development of culturally sensitive practices with the Maternal Child Health (MCH) program. The MCH nursing staff continue to ask all families who attend the Maternal and Child Health centre if they wish to identify as being ABTSI. Resources are then provided that are culturally supportive and appropriate.







Service/Indicator/ measure	Results				Material Variations
	2016	2017	2018	2019	
<b>Libraries</b>					
<b>Utilisation</b> Library collection usage (The number of library collection item loans per library collection item)	6.48	5.95	5.82	<b>5.71</b>	Continued decline in reliance on traditional collection, while uptake of online resources and community programs not reflected in data.
<b>Resource standard</b> Standard of library collection (The percentage of the library collection that has been purchased in the last 5 years)	74.7%	74.5%	73.9%	<b>75.0%</b>	Quality of collection as percentage less than 5 years reflects focus on provision of current materials.
<b>Service cost</b> Cost of library service. (The direct cost of the library service per visit)	\$5.67	\$5.51	\$5.47	<b>\$5.68</b>	Marginal increase in cost over the four year period.
<b>Participation</b> Active library members (The percentage of the municipal population that are active library members)	19.04%	18.42%	17.51%	<b>16.55%</b>	Continued decline reflects measure of lending service (1.5 million loans), while uptake of online resources and community programs not reflected in the data.









# Strategic Objective

## Four: RESPONSIVE & EFFICIENT SERVICES

### COMMUNITY OUTCOME

The following statement reviews the performance of Council against the Council Plan including results achieved in 2018/19 in relation to the strategic indicators included in the Council Plan.

#### What this means

People can have a say in, and are at the centre of our decisions. We will deliver affordable, respectful, responsive, reliable and high quality services.

#### What we will achieve over the next four years

We will focus on reviewing our services, using better technology and processes, achieving excellent customer service as well as engaging our community. Council will maintain its responsible financial management.

#### Strategies to achieve this outcome:

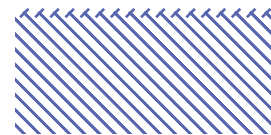
- » Keeping our community informed through provision of Council services and activities
- » Enhancing community consultation and involvement in our decision-making
- » Delivering leading customer service
- » Investing in technology and information systems to enhance our services
- » Delivering responsive, high quality services
- » Planning for Council's financial sustainability.

#### How we will we do this

##### Priority Projects:

- » Develop and implement a Continuous Improvement Framework across Council
- » Develop a Digital Strategy to continue to improve customer service and communications
- » Plan for Council's financial sustainability through a Revenue Strategy.

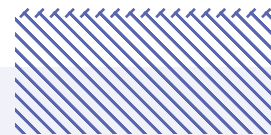




The following statement provides information in relation to the services funded in the 2018/19 budget and the persons or sections of the community who are provided the service.

Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>Executive Leadership</b>	To lead the organisation in the achievement of outcomes and the provision of a wide range of customer focused services which are relevant, of high quality and accessible to all residents of Monash.	2,635 <u>2,667</u> 32
<b>Corporate Administration and Customer Service</b>	<p>The Corporate Administration and Customer Service Executive Department has six business units and one department that provide a range of services to the organisation and to the Monash community. The six business units are:</p> <ul style="list-style-type: none"> <li>» <i>Customer Service</i> – is at the forefront of service to the Monash community</li> <li>» <i>Civic and Governance</i> - provides support to the Mayor and the Councillors, including organising Mayoral functions</li> <li>» <i>Civic Operations</i> - provides a range of facility management services for the Civic Centre, as the Council’s main civic building, and the office space occupied by the Council at 295 Springvale Road, Glen Waverley, which is immediately adjacent to the Civic Centre</li> <li>» <i>Halls Management</i> - manages Council’s facilities across the municipality that are available for hire by the public; both private hirers and community groups</li> <li>» <i>Information Management</i> – responsible for managing records to meet operational business needs, accountability requirements and community expectations</li> <li>» <i>Legal Services</i> – oversees the provision and coordination of legal services.</li> </ul>	7,138 <u>6,574</u> (564)
<b>Corporate Administration and Customer Service - Business Technology Department</b>	<p>Business Technology (BT) is responsible for ensuring that the organisation has the technological and communication tools to enable the effective operation of Council business and community services. This includes:</p> <ul style="list-style-type: none"> <li>» BT Hardware procurement, maintenance and support</li> <li>» Maintenance of an effective IT Disaster Recovery system</li> <li>» Applications support and development.</li> </ul>	7,348 <u>6,639</u> (709)

Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>Communications</b>	Communications is responsible for: <ul style="list-style-type: none"> <li>» <i>Media relations</i> - Handling media enquiries for the organisation</li> <li>» <i>Digital/social media</i> - Managing Council’s website and Twitter, Instagram and Facebook accounts</li> <li>» <i>Issues management</i> - Advising the organisation and Council on how issues could be handled</li> <li>» Production of the Monash Bulletin newsletter, and the electronic enewsletter and events enewsletter</li> <li>» Production of publications like the Annual Report and Community Directory</li> <li>» Facilitating high levels of community consultation and engagement across the organisation</li> <li>» <i>Graphic design</i> - Design of corporate documents including letterhead, business cards and flyers.</li> </ul>	1,344 <u>1,334</u> (10)
<b>People and Culture</b>	People and Culture is responsible for providing strategic leadership, operational and transactional support, payroll, and advice on all Organisational Development, Occupational Health, and Safety and Wellbeing matters.	2,462 <u>2,375</u> (87)
<b>Finance</b>	Finance provides accounting information and advice necessary for the efficient financial operation of Council, specifically: <ul style="list-style-type: none"> <li>» Ensuring compliance with relevant Legislations and Standards;</li> <li>» Compiling the Annual Budget</li> <li>» Providing accurate and timely financial transaction processing, financial information, advice, analysis and systems to achieve Council objectives; and</li> <li>» Management of the Property, Revenue and Valuation Services Unit (PRAVS) which provides property data management services for the organisation and manages the collection of rate revenue.</li> </ul>	(3,416) <u>(617)</u> 2,799
<b>Strategic Procurement</b>	Strategic Procurement is responsible for: <ul style="list-style-type: none"> <li>» Purchasing &amp; Compliance Services: Procurement analysis to provide a strategic approach to purchase of goods and services; and Procurement management and administration</li> <li>» Contract Services, which includes the provision of tendering and contracting advice and the administration of quotations, tenders and contract processes</li> </ul>	613 <u>632</u> 19



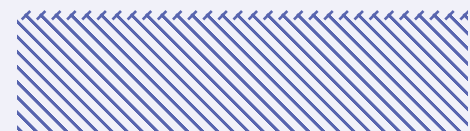
Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>Corporate Performance</b>	Corporate Performance is responsible for: <ul style="list-style-type: none"> <li>» Corporate performance reporting including Council Plan Actions and the Local Government Performance Reporting Framework (LGPRF), including the Performance Statement</li> <li>» Coordinating service planning and continuous improvement</li> <li>» Overseeing the Internal Audit contract, implementation of the Strategic Internal Audit Plan and administering the Audit and Risk Committee</li> <li>» Running the Project Management Office, supporting officers across the organisation successfully deliver projects</li> <li>» Risk and Insurance - manages Council's obligations under the Act which requires Council to make arrangements for adequate insurance cover.</li> </ul>	2,578 2,710 132

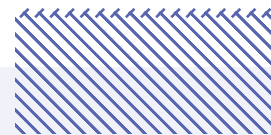
## Actions for 2018/19

Strategic Indicator/ measure	Progress
<b>4.1 MAJOR INITIATIVE 4</b> Minimum 90% of agreed Capital Works Program delivered annually	<b>Achieved:</b> Council delivered 97.6% of its Capital Works Program in 2018/19 which was well above the target of 90%. The capital works spend was \$41.6 million
<b>4.2</b> Complete the 2018/19 Business Technology Infrastructure & Security Renewal Program	<b>Achieved:</b> The Business Technology team has implemented a range of tools to strengthen Council's cyber security. As hackers keep changing tactics it is important to ensure that they are prevented from breaching Council's systems and services.
<b>4.3</b> Complete Pathway Corporate Reporting Renewal	<b>Achieved:</b> A vendor was brought in to move Council away from the older versions of the corporate reporting system we were using which was considered a security risk. This work has been completed and all Pathway Corporate Reports are now on a supported platform.
<b>4.4</b> Complete the Pathway Software Renewal Program	<b>Achieved:</b> The pathway upgrade was successfully completed on 25 May 2019. It will ensure the application remains stable and supported by the vendor. Updates also provide added functionality.



Strategic Indicator/ measure	Progress
<p><b>4.5</b> Complete the development of the Business Technology Strategic Plan (2017-2022)</p>	<p><b>Achieved:</b> The strategy has been finalised and was presented to the Executive Leadership Team on 19 June 2019. The strategy outlines the digital future that Council can achieve through the implementation of a set of digital business goals and initiatives over the coming cycle (2019-2022). This includes:</p> <ul style="list-style-type: none"> <li>» Developing services that are centred around the customer needs of the Monash community</li> <li>» Technology and system investments that will allow Council to achieve and maintain digital service capabilities in a sustainable manner</li> <li>» Digital ways of working, learning to iterate so that service improvements are quantified and where possible delivered in a rapid manner</li> <li>» Increasing the organisation’s capabilities to operate within a smart city model with increased dependencies on streaming and rich data sources.</li> </ul>
<p><b>4.6</b> Complete a Digital Strategy to continue to improve customer service and communications</p>	<p><b>Achieved:</b> The strategy has been finalised and was presented to the Executive Leadership Team on 19 June 2019. The strategy sets a clear direction for the investment and ongoing management in technology needed to enable Council to meet its stated strategic objectives, as well as respond to changes in the technology and public sector environment.</p>
<p><b>4.7</b> Develop and implement the Asset Management Information System (AMIS)</p>	<p><b>Achieved:</b> Scheduled tasks for 2018/19 were completed and included:</p> <ul style="list-style-type: none"> <li>» Provided staff with tablets so they can document the response to customer enquiries directly from their mobile to their tablet while they are out in the field</li> <li>» Business Process Reviews were completed for roads, footpaths, facilities and parks, waste, arboriculture and drainage. Following the reviews our AMIS was configured to replicate these improved processes which makes our organisation more efficient, allows us to better document our actions and removes duplication by minimising administration effort</li> <li>» Development of the system configuration for roads processes has begun with the data structure review and consolidation continuing. It is a time consuming process for the data custodians and is due to be finalised in July 2019. Other asset classes will follow prior to mobility rollouts.</li> </ul>





Strategic Indicator/ measure	Progress
<p><b>4.8</b> Analyse the results of the annual Community Satisfaction Survey and provide recommendations to the Executive Leadership Team for continual improvements to performance</p>	<p><b>Achieved:</b> The 2018/19 Annual Community Satisfaction Survey was undertaken during June 2019. It was conducted by independent researchers from Metropolis Research who undertook face to face interviews with 800 residents at their homes. The interim report showed that Monash had maintained very high scores for community satisfaction with the performance of Council in governance areas. The results on Council services and facilities have been trended over time and compared with the metropolitan Melbourne benchmarks. Emerging issues and resident priorities for Council attention have been identified from the initial analysis and shared with the Executive Leadership Team. All Managers will be briefed on the results and presented with more detailed comments and issues raised by our residents.</p>
<p><b>4.9</b> Develop a People and Culture Strategy and implement Year One actions to enhance employee engagement, build capability and improve culture</p>	<p><b>Achieved:</b> A draft People and Culture Strategy with Year One actions has been developed and endorsed by the CEO. The strategy is dynamic and will be in a constant state of evolution to accommodate the changing needs of the organisation. Consultation will continue with the Executive Leadership Team and other key stakeholders as the strategy evolves.</p>
<p><b>4.10</b> Complete a plan for Council's financial sustainability - Revenue &amp; Rating Strategy</p>	<p><b>Progressing:</b> A completed Draft Revenue and Rating Strategy was presented to Council at its strategy meeting in June 2019. The feedback provided by Councillors was to broaden the scope of the strategy to focus more on revenue generation to ensure long term financial sustainability.</p>
<p><b>4.11</b> Continue the implementation of the Project Management Framework (PMF)</p>	<p><b>Achieved:</b> Work has commenced on the Business Technology Strategic Plan. A number of the key staff in the area that informs this document only started in the last six months so they have taken time to become familiar with the existing environment. Information has now been gathered on how to move forward and what consultation is required.</p>
<p><b>4.12</b> Develop a Digital Strategy to continue to improve customer service and communications</p>	<p><b>Achieved:</b> The Project Management Office has run sessions for some 2019/20 Capital Works projects to encourage early planning which will assist in better delivery during the year. The Enterprise Project Portfolio Management (EPPM) implementation is underway with the roll out of the system likely from September. The EPPM is designed to support the Project Management Framework. It enables projects to progress through the Project Management Pipeline, storing information previously stored in PMF documents such as Business Cases and Project Implementation Plans. The EPPM allows Monash to:</p> <ul style="list-style-type: none"> <li>» Store and share key project information</li> <li>» Monitor and report on how projects are travelling</li> <li>» Collaborate on projects.</li> </ul>

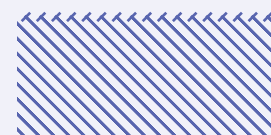
## Service Performance Indicators

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
	2016	2017	2018	2019	
<b>Governance</b>					
<b>Transparency</b> Council decisions made at meetings closed to the public (The percentage of Council resolutions made at an ordinary or special meeting of Council, or at a meeting of a special committee consisting only of Councillors, closed to the public under section 89(2) of the Act)	9.25%	7.83%	7.84%	<b>10.16%</b>	During 2018/19 there was a reduction in the total number of items submitted for open meetings for the year, i.e. 50 less than 2017/18. Additionally, there were 2 more items submitted for closed meetings for this reporting period than for 2017/18. In 2017/18 there were a total of 24 items submitted to closed meetings; in 2018/19 there was a total of 26 items submitted to closed meetings.
<b>Consultation and engagement</b> Satisfaction with community consultation and engagement (The community satisfaction rating out of 100 with the consultation and engagement efforts of the council.)	62	59	74	<b>73</b>	The satisfaction rating marginally decreased compared to 2017/18. However, the result is a significant increase compared to 2015/16 and 2016/17. This is an excellent result. In 2018, no other Council achieved a score above 69 for this measure. The 2019 state wide LGCCS Survey showed the metro Melbourne benchmark for community engagement & consultation was 58, very significantly below the 2019 Monash score of 73.



Service/Indicator/ measure	Results				Material Variations
	2016	2017	2018	2019	
<p><b>Attendance</b> Councillor attendance at council meetings (The percentage of attendance at ordinary and special Council meetings by Councillors)</p>	87.50%	94.12%	93.94%	<b>90.91%</b>	The decrease is due to leave of absence for two Councillors to contest the State Election and also illness from other Councillors.
<p><b>Service cost</b> Cost of governance (The direct cost of delivering Council's governance service per Councillor)</p>	\$56,408	\$54,049	\$56,684	<b>\$69,484</b>	The increase in cost is due to an increase in Councillor's allowance from 1/12/18; increase in membership fees and subscriptions; and increased conferences and seminars for Councillors.
<p><b>Satisfaction</b> Satisfaction with council decisions (The community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community)</p>	60	60	73	<b>72</b>	This satisfaction rating marginally decreased compared to 2017/18, which is consistent with a downward trend in the metro Melbourne benchmark for 2018/19. However, Monash has achieved a significant increase compared to 2015/16 and 2016/17, which is an excellent result. Monash is again expected to achieve the top score for this measure across all councils in Metro Melbourne. In 2018, no other Council achieved a score above 66 for this measure, and in the 2019 state wide LGCC Survey the metro Melbourne benchmark for making decisions in the interest of community was 60, very significantly below the 2019 Monash score of 72.









# SECTION FIVE

OFFICIAL STATEMENTS



# PERFORMANCE STATEMENT

For the year ended 30 June 2019

## ➤ Description of municipality

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

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

Monash is one of Melbourne's most populous municipalities, with an estimated residential population of 200,077 people living in more than 73,500 dwellings. We are regarded as a cosmopolitan city. Almost 45% of our residents were born overseas, having come from more than 45 different countries.

In keeping with the State Government's cap on rate increases, rate revenue was increased by 3.18% (comprising the 2.25% rate cap with 0.08% supplementary rate growth). By controlling costs over many years, rates have been kept low. In the 2017/18 year, the average residential rates in Monash were \$1,379.46, compared with the state wide average of \$1,625.06 and similar council average of \$1,565. In 2018/19, the average residential rates in Monash was \$1,427.92.



## Sustainable Capacity Indicators

For the year ended 30 June 2019

Indicator/measure	Results				Material Variations
	2016	2017	2018	2019	
<b>Population</b> Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>	\$814.23	\$844.88	\$858.46	<b>\$893.64</b>	The increase is attributed to Council introducing 1.5 new Staffing initiatives in 2018/19 and a 2.5% EBAs increase on salaries and wages. Materials, Services and contracts costs increased due to a Council resolution for a provision of \$2.6 million to pay for fines related to the PIN Legal Matter. This ratio is increasing as our expenses have increased by 5.8%. However population has only increased by 1.67%.
Infrastructure per head of municipal Population <i>[Value of infrastructure / Municipal Population]</i>	\$4,213.67	\$4,313.91	\$4,274.84	<b>\$4,493.36</b>	The positive variance primarily relates to increases in infrastructure revaluations combined with a higher capital works program.
Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>	250.05	253.18	262.25	<b>271.84</b>	The length of road has been revised during 2018/19 reporting the period. Monash reported 750 kilometres of road in 2017/18, the kilometres reported for 2018/19 is 736. Due to the adjustment to the kilometres of roads and the increase in Municipal population this has resulted to an increase in population density.

Results					
Indicator/measure	2016	2017	2018	2019	Material Variations
<b>Own-source revenue</b> Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$778.16	\$795.32	\$787.12	<b>\$809.33</b>	Current year variance in line with 2.25% increase in rates, coupled with increased user fees & charges. Increase in own source revenue is 4.36% whereas the population increased in 1.67% which resulted a higher ratio than 17/18 Financial Year.
<b>Recurrent grants</b> Recurrent grants per head of municipal population	\$97.49	\$121.38	\$105.69	<b>\$102.78</b>	The variance reflects the decrease in recurrent grants by \$100K whereas the population increased by 1.67% resulting in a lower ratio than 17/18.
<b>Disadvantage</b> Relative socio-economic disadvantage <i>[Index of Relative Socio-economic Disadvantage by decile]</i>	9	9	9	<b>9</b>	The City of Monash is ranked in the top 10% on the SEIFA index suggesting low levels of disadvantage, however Monash has some pockets of high levels of disadvantage.

## 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.

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

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

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

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

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

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

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

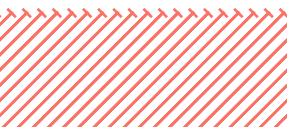


## Service

### Performance Indicators

For the year ended 30 June 2019

Indicator/measure	Results				Material Variations
	2016	2017	2018	2019	
<b>Aquatic facilities</b> <b>Utilisation</b> Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	8.50	8.53	8.25	<b>8.30</b>	Marginal variation over the four year period. However, aquatic attendance growth remains subdued primarily due to closure of Oakleigh Recreation Centre (ORC) in April for redevelopment and limited capacity for program expansion at Monash Aquatic & Recreation Centre (MARC). These issues will be addressed through the planned re-opening of ORC in late in 2020 and planning works for MARC.
<b>Animal management</b> <b>Health and safety</b> Animal management prosecutions <i>[Number of successful animal management prosecutions]</i>	7	11	12	<b>6</b>	There has been a 50% reduction in the number of prosecutions undertaken and these were all successful. The number of prosecutions undertaken annually is largely dependent on the number of animal management related offences reported to Council.
<b>Food safety</b> <b>Health and safety</b> Critical and major non-compliance notifications <i>[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100</i>	99.73%	97.08%	100%	<b>100%</b>	Data has been taken for the entire 2018 calendar year as per the 2018 Performance Reporting requirements. All non-compliance notifications have been followed up during the reporting period.



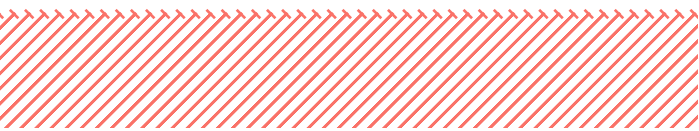
Indicator/measure	Results				Material Variations
	2016	2017	2018	2019	
<b>Governance</b>					
<b>Satisfaction</b> Satisfaction with council decisions <i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i>	60	60	73	<b>72</b>	This satisfaction rating marginally decreased compared to 2017-18, which is consistent with a downward trend in the metro Melbourne benchmark for 2018/19. However, Monash has achieved a significant increase compared to 2015-16 and 2016/17, which is an excellent result. In 2018, no other Council achieved a score above 66 for this measure, and the 2019 state wide LGCC Survey showed the metro Melbourne benchmark for making decisions in the interest of community was 60, very significantly below the 2019 Monash score of 72.
<b>Libraries</b>					
<b>Participation</b> Active library members <i>[Number of active library members / Municipal population] x100</i>	19.04%	18.42%	17.51%	<b>16.55%</b>	Continued decline reflects measure of lending service (1.5 million loans), while uptake of online resources and community programs not reflected in the data.
<b>Maternal &amp; child health</b>					
<b>Participation</b> Participation in the MCH service <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	79.81%	76.05%	79.27%	<b>77.07%</b>	There has been a slight decrease in the participation rate which can be associated with a state wide MCH staffing shortage. Permanent staff have been on leave with limited casual staff available to cover this leave which has affected consultations. We have now created a supported graduate program to increase our casual staff pool.





Indicator/measure	Results				Material Variations
	2016	2017	2018	2019	
<p><b>Participation</b> Participation in the MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i></p>	73.91%	70.73%	72.13%	<b>85.71%</b>	There is a significant increase in attendance of Aboriginal and Torres Strait Islander (ABTSI) children and families in response to continue development of culturally sensitive practices with the Maternal Child Health (MCH) program. The MCH nursing staff continue to ask all families who attend the Maternal and Child Health centre if they wish to identify as being ABTSI. Resources are then provided that are culturally supportive and appropriate.
<p><b>Roads</b> <b>Satisfaction</b> Satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]</i></p>	72	69	77	<b>78</b>	The 2019 Community Satisfaction Survey result for Monash on this measure shows a 1 point increase compared to 2017/18. This is an excellent result for Monash. In 2018, no other Council achieved a score above 73 for this measure. The 2019 state wide LGCC Survey showed the metro Melbourne benchmark for satisfaction with sealed local roads was 69, significantly below the Monash score of 78.





Results					
Indicator/measure	2016	2017	2018	2019	Material Variations
<b>Statutory Planning</b>					
<b>Decision making</b> Council planning decisions upheld at VCAT <i>[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>	55.00%	39.58%	45.95%	<b>47.97%</b>	<p>We continue to see appeal numbers high but not disproportional to total numbers of applications received and determined. Amendment C125 which is a seriously entertained policy by Council but, as the Minister has not introduced the full amendment into the planning scheme, is still not being given full regard at VCAT and this is having an impact on this statistic.</p> <p>We continue to see the trend of plans being substituted at VCAT rather than resolving issues at the application stage before Council, which ultimately results in improved proposals and outcomes for Monash. In 53% or 41 of cases heard this financial year, plans were substituted to effectively address Council's concerns and to be in line with Council policy.</p> <p>For the 2015/16 to 2017/18 reporting periods we see a drop in support by VCAT at the beginning and a steady increase in support occurring in subsequent years.</p>
<b>Waste Collection</b>					
<b>Waste diversion</b> Kerbside collection waste diverted from landfill <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	50.99%	52.36%	50.86%	<b>49.81%</b>	<p>Gradual decrease in recyclable tonnes due to change in industry packaging. Notable reduction in tonnes for green waste, seasonal fluctuations likely, however further investigation will be undertaken.</p>

## DEFINITIONS

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

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

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

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act.

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

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

"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.

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

## Financial

### Performance Indicators

For the year ended 30 June 2018

Dimension/ indicator/measure	Results					Forecast			Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Efficiency</b> <b>Revenue level</b> Average residential rate per residential property assessment. (Residential rate revenue / Number of residential property assessments)	\$1,330.14	\$1,359.26	\$1,379.46	<b>\$1,427.92</b>	\$1,444.34	\$1,480.44	\$1,517.45	\$1,555.39	The current year variance compared to the prior year, reflects a 3.51% increase in the average residential rate per residential property. This increase is due to the increase in residential rate revenue by the rate cap of 2.25% plus supplementary growth income. There was also a proportionately smaller increase in the number of residential assessments.
<b>Expenditure level</b> Expenses per property assessment. (Total expenses / Number of property assessments)	\$1,966.85	\$2,052.20	\$2,138.82	<b>\$2,234.95</b>	\$2,264.25	\$2,359.20	\$2,427.13	\$2,504.25	The increase attributed to Council's new initiatives for 1.5 new positions and 2.5% EBA increase on salaries and wages. In addition Council undertook a workforce alignment review which resulted in 35 additional positions being approved. Some of these positions were recruited in 2018/19. Materials, Services and Contracts also increased by \$4.3 million compared to 2017/18 and are attributable to the parking infringement provision of (\$2.6 million) and increases in waste management services, utility costs and software support.



Dimension/ indicator/measure	Results					Forecast			Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Workforce turnover</b> Resignations and terminations compared to average staff. (Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year) x100	10.12%	13.73%	14.89%	<b>11.00%</b>	10.76%	10.76%	10.76%	10.76%	There was an increase over the first three years due to an increase in redundancies and retirements. The decline in 2019 compared to 2018 was mainly due to a decrease in the number of resignations.
<b>Liquidity</b> <b>Working capital</b> Current assets compared to current liabilities. (Current assets / Current liabilities) x100	193.19%	227.51%	229.80%	<b>237.05%</b>	195.38%	150.13%	157.11%	156.81%	The increase in the Working Capital Ratio compared to the previous year reflects an increased cash position. It is Council strategy to maintain the Working Capital Ratio above 150% in the short and long term. The decrease in later years reflects increased expenditure in capital works program (using cash reserves).
<b>Unrestricted cash</b> Unrestricted cash compared to current liabilities. (Unrestricted cash / Current liabilities) x100	-19.33%	9.80%	34.01%	<b>20.28%</b>	105.97%	63.25%	32.26%	76.70%	The trend reflects increase in current liabilities by 11% (due to Council resolution for a provision of \$2.6 million to pay for fines related to the PIN legal matter) and decrease in unrestricted cash balances held in trust funds and deposits and Statutory reserves (\$2.3 million transferred to Public Open Space reserve) .

Dimension/ indicator/measure	Results					Forecast			Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Obligations</b>									
<b>Asset renewal</b> Asset renewal compared to depreciation. (Asset renewal expenses / Asset depreciation) x100	63.00%	91.58%	104.90%	<b>109.85%</b>	137.21%	87.86%	107.44%	118.18%	The trend reflects Council's aim to bridge the asset renewal gap by funding more renewal capital works to upgrade the City's infrastructure. However, the reduction in 2021 relates to bring renewal funding from future years to fund major projects in 2020.
<b>Loans and borrowings</b> 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%	<b>0.00%</b>	0.00%	0.00%	0.00%	0.00%	Council achieved a debt free status as at 30 June 2015 and has no plans to borrow funds over the next 4 years for operating or capital expenditure.
<b>Loans and borrowings</b> Loans and borrowings repayments compared to rates. (Interest and principal repayments on interest bearing loans and borrowings / Rate revenue) x100	11.66%	0.00%	0.00%	<b>0.00%</b>	0.00%	0.00%	0.00%	0.00%	Council achieved a debt free status as at 30 June 2015 and has no plans to borrow funds over the next 4 years for operating or capital expenditure.

Dimension/ indicator/measure	Results					Forecast			Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Indebtedness</b> Non-current liabilities compared to own source revenue. (Non-current liabilities / Own source revenue) x100	2.70%	2.08%	2.28%	<b>2.04%</b>	1.92%	1.88%	1.84%	1.81%	Current year variance compared to the prior year, is due to increased rate revenues and higher user charges whilst staff leave entitlements have reduced.
<b>Operating position</b> <b>Adjusted underlying result</b> Adjusted underlying surplus (or deficit). (Adjusted underlying surplus (deficit) / Adjusted underlying revenue) x100	11.20%	11.57%	8.15%	<b>7.45%</b>	3.65%	7.26%	4.92%	4.03%	Despite recording a higher revenue compared with 2017/18, 5.8 % increase in expenditure due to higher employee and materials and services cost have contributed to reduction in adjusted underlying surplus in 2018/19.
<b>Stability</b> <b>Rates concentration</b> Rates compared to adjusted underlying revenue. (Rate revenue / Adjusted underlying revenue) x100	63.44%	62.13%	63.07%	<b>62.73%</b>	66.78%	63.79%	65.72%	66.46%	User charges and other revenue has increased at a higher rate than capped rate revenue combined with Victorian Grants Commission payments for 2019/20 (\$2.1 million) being made in advance.
<b>Rates effort</b> Rates compared to property values. (Rate revenue / Capital improved value of rateable properties in the municipality) x100	0.21%	0.16%	0.16%	<b>0.15%</b>	0.16%	0.17%	0.17%	0.18%	The variance reflects Council's capped rate increase of 2.25% compared to the value of all properties in Monash that increased by an average 13% with the 2018 revaluation.



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## 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 2019

### 1. Basis of preparation

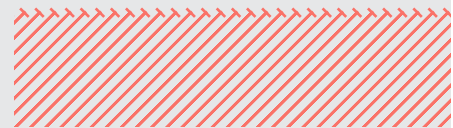
Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014.

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

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires

explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 26 June 2019 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.





## Certification of the performance statement

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



**DANIEL WAIN (CPA)**  
*Principal Accounting Officer*  
Dated: 27 August 2019

In our opinion, the accompanying performance statement of the Monash City Council for the year ended 30 June 2019 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

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

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

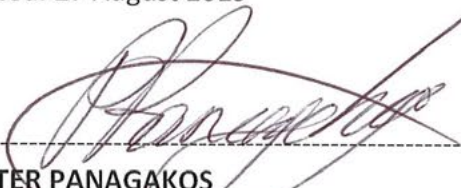
We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form



**SHANE McCLUSKEY**  
Mayor  
Dated: 27 August 2019



**REBECCA PATERSON**  
Councillor  
Dated: 27 August 2019



**PETER PANAGAKOS**  
Acting Chief Executive Officer  
Dated: 27 August 2019

# Independent Auditor's Report

## To the Councillors of Monash City Council

<b>Opinion</b>	<p>I have audited the accompanying performance statement of Monash City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• description of municipality for the year ended 30 June 2019</li> <li>• sustainable capacity indicators for the year ended 30 June 2019</li> <li>• service performance indicators for the year ended 30 June 2019</li> <li>• financial performance indicators for the year ended 30 June 2019</li> <li>• notes to the performance statement</li> <li>• certification of the performance statement.</li> </ul> <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2019, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Performance Statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the performance statement</b>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
<b>Auditor's responsibilities for the audit of the performance statement</b>	<p>As required by the <i>Audit Act 1994</i>, 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.</p>

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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 the 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.

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MELBOURNE  
17 September 2019

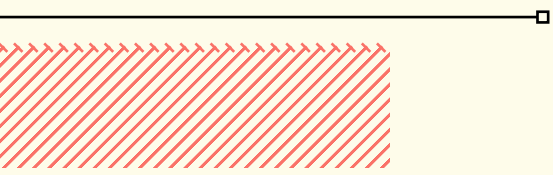
  
Jonathan Kyvelidis  
*as delegate for the Auditor-General of Victoria*







# SECTIONS SIX FINANCIALS



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## CERTIFICATION OF THE FINANCIAL REPORT

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



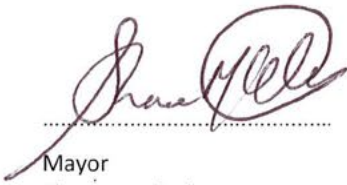
Principal Accounting Officer  
**Daniel Wain CPA**

Dated: 27 August 2019

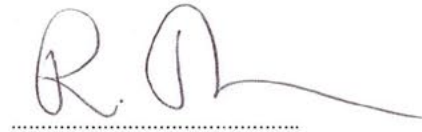
In our opinion the accompanying financial report presents fairly the financial transactions of Monash City Council for the year ended 30 June 2019 and the financial position of the Council as of that date.

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

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Mayor  
**Shane McCluskey**



Councillor  
**Rebecca Paterson**



Acting Chief Executive Officer  
**Peter Panagakos**

Dated: 27 August 2019

# Independent Auditor's Report

## To the Councillors of Monash City Council

<b>Opinion</b>	<p>I have audited the financial report of Monash City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2019</li> <li>• comprehensive income statement for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• statement of cash flows for the year then ended</li> <li>• statement of capital works for the year then ended</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• certification of the financial report.</li> </ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2019 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
<b>Basis for Opinion</b>	<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 APES 110 <i>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>
<b>Councillors' responsibilities for the financial report</b>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</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>

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**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.

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MELBOURNE  
17 September 2019

  
Jonathan Kyvelidis  
as delegate for the Auditor-General of Victoria



## Comprehensive Income Statement For the Year Ended 30 June 2019

	Note	2019 \$'000	2018 \$'000
<b>Revenue</b>			
Rates & Charges	3.1	121,187	116,012
Statutory Fees & Fines	3.2	10,906	10,435
User Fees	3.3	25,831	24,810
Grants - Operating	3.4	19,565	19,486
Grants - Capital	3.4	6,669	3,929
Contributions - monetary	3.5	9,837	7,198
Contributions - non-monetary	3.5	756	345
Net (loss)/gain on disposal of Property, Infrastructure, Plant & Equipment	3.6	343	137
Share of net profit/(loss) of joint operation accounted for by the equity method	6.3	(156)	(415)
Other Revenue	3.7	3,817	3,970
<b>Total Revenue</b>		<b>198,755</b>	<b>185,907</b>
<b>Expenses</b>			
Employee Costs	4.1	76,716	72,613
Materials & Services	4.2	72,452	67,882
Depreciation & Amortisation	4.3	28,270	27,113
Other Expenses	4.4	1,358	1,380
<b>Total Expenses</b>		<b>178,796</b>	<b>168,988</b>
<b>Surplus for the year</b>		<b>19,959</b>	<b>16,919</b>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to surplus or deficit in future periods</b>			
Net Asset revaluation (decrement) /increment	9.1 (a)	(153,194)	283,798
<b>Total Comprehensive result</b>		<b>(133,235)</b>	<b>300,717</b>

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

# Balance Sheet

## As at 30 June 2019

	Note	2019 \$'000	2018 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	5.1	35,971	36,863
Trade & Other Receivables	5.1	9,463	8,719
Other Financial Assets	5.1	68,077	53,002
Non Current Assets Classified as held for sale	6.1	4,125	2,356
Other Assets	5.2	1,061	2,203
<b>Total Current Assets</b>		<b>118,697</b>	<b>103,143</b>
<b>Non-Current Assets</b>			
Investments in joint arrangement accounted for using the equity method	6.3	832	1,171
Property, Infrastructure, Plant & Equipment	6.2	3,191,940	3,336,285
Intangible assets	5.2	3,327	2,464
<b>Total Non-Current Assets</b>		<b>3,196,099</b>	<b>3,339,920</b>
<b>TOTAL ASSETS</b>		<b>3,314,796</b>	<b>3,443,063</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	5.3	19,707	16,667
Trust Funds & Deposits	5.3	12,507	11,475
Income in Advance	5.3	862	743
Provisions	5.4	16,996	15,999
<b>Total Current Liabilities</b>		<b>50,072</b>	<b>44,884</b>
<b>Non-Current Liabilities</b>			
Provisions	5.4	1,247	1,284
Liabilities in joint arrangement accounted for using the equity method	6.3	2,062	2,245
<b>Total Non-Current Liabilities</b>		<b>3,309</b>	<b>3,529</b>
<b>TOTAL LIABILITIES</b>		<b>53,381</b>	<b>48,413</b>
<b>NET ASSETS</b>		<b>3,261,415</b>	<b>3,394,650</b>
<b>EQUITY</b>			
Accumulated Surplus		1,001,363	985,589
Reserves	9.1	2,260,052	2,409,061
<b>TOTAL EQUITY</b>		<b>3,261,415</b>	<b>3,394,650</b>

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

## Statement of Changes in Equity For the Year Ended 30 June 2019

Note	Total 2019 \$'000	Accumulated Surplus 2019 \$'000	Asset Revaluation Reserve 2019 \$'000	Other Reserves 2019 \$'000	Total 2018 \$'000	Accumulated Surplus 2018 \$'000	Asset Revaluation Reserve 2018 \$'000	Other Reserves 2018 \$'000
Balance at beginning of the Financial Year	3,394,650	985,589	2,384,417	24,644	3,093,933	973,833	2,100,619	19,481
Surplus for the year	19,959	19,959	-	-	16,919	16,919	-	-
Net Asset revaluation (decrement) / increment	(153,194)	-	(153,194)	-	283,798	-	283,798	-
Transfers from Reserves	9.1	5,830	-	(5,830)	-	6,657	-	(6,657)
Transfers to Reserves	9.1	(10,015)	-	10,015	-	(11,820)	-	11,820
<b>Balance at End of the Financial Year</b>	<b>3,261,415</b>	<b>1,001,363</b>	<b>2,231,223</b>	<b>28,829</b>	<b>3,394,650</b>	<b>985,589</b>	<b>2,384,417</b>	<b>24,644</b>

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



# Statement of Cash Flows

## For the Year Ended 30 June 2019

	Note	2019 Inflows/ (Outflows) \$'000	2018 Inflows/ (Outflows) \$'000
<b>Cash Flows from Operating Activities</b>			
Rates & Charges		120,549	115,679
Statutory Fees & Fines		10,906	10,435
User Fees		25,702	25,185
Grants - Operating		19,032	19,338
Grants - Capital		6,128	4,510
Contributions-monetary		9,837	7,198
Trusts and Refundable Deposits taken		1,069	1,877
Other Receipts		4,076	3,744
Net GST Refund		9,749	8,551
Employee Costs		(76,147)	(73,982)
Materials, Services and Contracts Paid		(78,499)	(77,726)
Trusts and Refundable Deposits repaid		(37)	(7)
Other Payments		(1,358)	(1,380)
<b>Net cash provided by operating activities</b>	<b>9.2</b>	<b>51,007</b>	<b>43,422</b>
<b>Cash Flows from Investing Activities</b>			
(Payments for) / Proceeds from Investment(Net)		(15,075)	6,000
Payments for Acquisition of Property, Infrastructure, Plant and Equipment		(38,856)	(36,199)
Proceeds from Sale of Property, Infrastructure, Plant and Equipment		2,032	137
<b>Net cash provided by investing activities</b>		<b>(51,899)</b>	<b>(30,062)</b>
<b>Net (decrease) increase in cash and cash equivalents</b>			
		<b>(892)</b>	<b>13,360</b>
Cash and cash equivalents at the beginning of the financial year		36,863	23,503
<b>Cash and Cash equivalents at the end of the financial year</b>	<b>5.1 (a)</b>	<b>35,971</b>	<b>36,863</b>
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 2019

	2019	2018
	\$'000	\$'000
<b>Property</b>		
Land	12	291
Buildings	9,475	13,154
<b>Total property</b>	<b>9,487</b>	<b>13,446</b>
<b>Plant and equipment</b>		
Plant, machinery and equipment	3,105	2,687
Fixtures, fittings and furniture	663	723
Computers and telecommunications	3,866	3,617
Library books	1,288	1,257
<b>Total plant and equipment</b>	<b>8,922</b>	<b>8,283</b>
<b>Infrastructure</b>		
Roads	8,050	3,664
Bridges	63	51
Footpaths and cycleways	6,709	4,595
Drainage	1,948	3,161
Recreational, leisure and community facilities	3,019	4,254
Waste management	7	13
Parks, open space and streetscapes	3,062	3,357
Off street car parks	277	807
Other infrastructure	16	94
<b>Total infrastructure</b>	<b>23,151</b>	<b>19,997</b>
<b>Total capital works expenditure</b>	<b>41,560</b>	<b>41,725</b>
Less transferred to operating as unable to capitalise from work in progress	(877)	(2,412)
<b>Adjusted Balance of Capital Works Expenditure</b>	<b>40,683</b>	<b>39,313</b>
<b>Represented by:</b>		
Asset renewal expenditure	31,054	28,441
Asset expansion expenditure	2,094	5,423
Asset upgrade expenditure	8,412	7,861
<b>Total capital works expenditure</b>	<b>41,560</b>	<b>41,725</b>
Less transferred to operating as unable to capitalise from work in progress	(877)	(2,412)
<b>Adjusted Balance of Capital Works Expenditure</b>	<b>40,683</b>	<b>39,313</b>

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

# Notes to the Financial Report

## For the Year Ended 30 June 2019

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

#### SIGNIFICANT ACCOUNTING POLICIES

##### (a) Basis of Accounting

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

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

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS 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 Council results by program (refer to Note 2.1).

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 2019

### NOTE 1 PERFORMANCE AGAINST BUDGET

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variances. Council has adopted a materiality threshold greater than 10 percent 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 26 June 2018. The budget was based on assumptions that were relevant at the time of adoption of the budget. Council set guidelines and parameters for revenue and expense targets in this budget in order to meet Council's business plan and financial performance targets for both the short and long-term. The budget did not reflect expected changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

#### 1.1 INCOME AND EXPENDITURE

	Budget 2019	Actual 2019	Variance 2019	Variance 2019	
	\$'000	\$'000	\$'000	%	Ref
<b>Income</b>					
Rates and charges	121,323	121,187	(136)	-0.1%	
Statutory fees and fines	10,273	10,906	633	6.2%	
User fees	25,688	25,831	143	0.6%	
Contributions - monetary	6,596	9,837	3,241	49.1%	1
Contributions - non-monetary	-	756	756	-100.0%	2
Grants - Operating (recurrent)	15,323	18,707	3,384	22.1%	3
Grants - Operating (non-recurrent)	-	858	858	-100.0%	4
Grants - Capital (recurrent)	2,576	1,857	(719)	-27.9%	5
Grants - Capital (non-recurrent)		4,812	4,812	-100.0%	6
Other Revenue	3,415	3,817	402	11.8%	7
Profit from Sale of Assets		343	343	0.0%	
Share of net loss of joint operation		(156)	(156)	0.0%	
<b>Total income</b>	185,195	198,755	13,561	7.3%	
<b>Expenses</b>					
Employee costs	74,595	76,716	(2,121)	-2.8%	8
Materials, Services & Contracts	67,280	72,452	(5,172)	-7.7%	9
Depreciation & Amortisation	27,981	28,270	(289)	-1.0%	
Other Expenses	1,454	1,358	96	6.6%	
<b>Total expenses</b>	171,310	178,796	(7,486)	-4.4%	
<b>Surplus for the year</b>	13,885	19,959	6,074	43.7%	

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 1 PERFORMANCE AGAINST BUDGET (Cont'd)

#### (i) Explanation of material variations

Variance Ref	Item	Explanation
1	Contributions - monetary	Contributions-monetary have exceeded the budget mainly due to developments in the municipality that have resulted in additional Public Open Space (\$3.27M), drainage developer contributions (\$0.38M) and unbudgeted capital contributions related to Galbally Reserve Playspace Oakleigh (\$0.15M). This is partially offset by unfavourable variance to budget in parking contributions (\$0.76M).
2	Contributions - non-monetary	Unbudgeted non-monetary contributions received are developer contributions that are non-cash related and include land and infrastructure.
3	Grants - Operating (recurrent)	Operating grants (recurrent) are higher than budget due to advance receipt of \$2.13M Victoria Grants Commission allocation for 2019/20, additional subsidy income of \$0.56M in Children and Family services, Home and Community Care (\$0.52M).
4	Grants - Operating (non-recurrent)	Operating grants (non-recurrent) are higher than budget due to unbudgeted grants for Youth Services (\$0.21M), these include funding through Pick My Project and Young Women's Leadership Program. Grants received in the Community Strengthening and Wellbeing department (\$0.34M) for Neighbourhood and gender equality in Victorian sports and recreation. In addition a grant for \$0.13M was received from the Victorian Planning Authority for a development facilitation officer for Streamlining for Growth program.
5	Capital Grants - Operating (recurrent)	Capital grants (recurrent) is under budget mainly due to the advance payment of the 2019/20 funding allocation paid in 2018/19 (\$0.64M).
6	Capital Grants - Operating (non-recurrent)	A significant level of funding was received under the Safety System Road Infrastructure Program (SSRIP) which was a joint TAC and VicRoads project to upgrade high risk roads (\$3M) and unbudgeted grant funding for a number of recreational leisure and community facilities (\$0.55M) that was related to sports light development (Ashwood Reserve, Scammell Reserve and Mayfield Park Reserve), netball court resurfacing and women's precinct planning and electronic scoreboard at Jack Edwards Reserve.
7	Other Revenue	Interest on investments and rates and charges generated additional income of \$0.17M, donations of \$0.16M and from VISY recycling \$0.076M.
8	Employee costs	Employee costs are over budget predominantly due to higher than budgeted temporary staff expenditure as a result of filling vacant positions, administering the Parking Infringement Notices (PIN) related legal matter and meeting service levels across a number of departments (\$2.3M). During the year, Council also approved additional expenditure related to extended hours at the Mulgrave library and provision of another playgroup facilitator in Glen Waverley (\$0.085M). Increases to employee costs were also impacted as additional grants were provided for service areas such as home and community care, early childhood, immunisation and strategic planning (\$0.49M).
9	Materials, Services and Contracts	Materials, Services & Contracts are higher than budget by \$5.2M, largely due to \$2.6M of unbudgeted expenditure related to the provision of the parking infringement matter raised and approved by Council. In addition to higher than budgeted expenditure associated with asset maintenance works (\$0.96M), horticultural services (\$0.23M), garbage collection service (\$0.37M) and other unbudgeted expenditure included administration of cladding audits (\$0.28M). These unfavourable expenditure variances were partially offset by savings in garbage disposal costs (\$0.7M) and food services in home and community care (\$0.3M).

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 1 PERFORMANCE AGAINST BUDGET (Cont'd)

#### 1.2 CAPITAL WORKS

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %	Ref
<b>Property</b>					
Land Improvements	30	12	18	100.0%	
Buildings & Building improvements	16,028	9,475	6,553	40.9%	1
<b>Total Property</b>	<b>16,058</b>	<b>9,487</b>	<b>6,571</b>	<b>40.9%</b>	
<b>Plant and Equipment</b>					
Plant, machinery and equipment	2,875	3,105	(230)	-8.0%	
Fixtures, fittings and furniture	489	663	(174)	-35.6%	
Computers and telecommunications	3,530	3,866	(336)	-9.5%	2
Library books	1,284	1,288	(4)		
<b>Total Plant and Equipment</b>	<b>8,178</b>	<b>8,922</b>	<b>(744)</b>	<b>-9.1%</b>	
<b>Infrastructure</b>					
Roads	5,642	8,050	(2,408)	-42.7%	3
Bridges	393	63	330	84.0%	4
Footpaths and cycleways	4,522	6,709	(2,187)	-48.4%	5
Drainage	2,077	1,948	129	6.2%	
Recreational, leisure and community facilities	3,071	3,019	52	1.7%	
Waste management	131	7	124	94.7%	
Parks, open space and streetscapes	2,954	3,062	(108)	-3.7%	
Off street car parks	213	277	(64)	-30.0%	6
Other infrastructure	120	16	104	86.7%	
<b>Total Infrastructure</b>	<b>19,123</b>	<b>23,151</b>	<b>(4,028)</b>	<b>-21.1%</b>	
<b>Total Capital Works Expenditure</b>	<b>43,359</b>	<b>41,560</b>	<b>1,799</b>	4.1%	
Less transferred to operating as unable to capitalise from work in progress	-	(877)	877		
<b>Adjusted Balance of Capital Works Expenditure</b>	<b>43,359</b>	<b>40,683</b>	<b>2,676</b>	6.2%	
<b>Represented by:</b>					
Asset renewal expenditure	30,973	31,054	(81)	-0.3%	
New asset expenditure	833	-			
Asset expansion expenditure	2,656	2,094	562	21.2%	
Asset upgrade expenditure	8,897	8,412	485	5.5%	
<b>Total Capital Works Expenditure</b>	<b>43,359</b>	<b>41,560</b>	<b>966</b>	2.2%	
Less transferred to operating as unable to capitalise from work in progress	-	(877)	877		
<b>Adjusted Balance of Capital Works Expenditure</b>	<b>43,359</b>	<b>40,683</b>	<b>1,843</b>	4.3%	



# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 1 PERFORMANCE AGAINST BUDGET (Cont'd)

#### (i) Explanation of material variations

Variance Ref	Item	Explanation
1	Buildings and Building improvements	Due to delays in construction, funds of \$6.5M have been carried forward to 2019/20 for completion of building projects, which include \$2.4M of Caloola Reserve Multi-Sport Pavilion Design, \$2M of Oakleigh Recreation Centre Redevelopment, Brentwood Pavilion (\$0.37M), Montclair car park (\$0.54M), building fit-out replacement and other minor projects totalling integrated early years hub Albany Rise Pre-school (\$0.71M).
2	Computers and Telecommunications	I-Sense Oakleigh - the smart precinct of \$272K was not included in the 2018/19 Adopted budget, in addition to other unbudgeted projects which included the replacement of the Halls booking system of \$119K.
3	Roads	Advance grant funding was received for 2019/20 Victorian Grants Commission-The Local Roads grant has been used in 2018/19 to fund Atherton Road Reconstruction & Streetscape Enhancement project which has progressed ahead of schedule (\$1.54M). Additional kerb projects were incorporated into the program and \$0.36M extra funding was required as a result. Unbudgeted road projects included the Oakleigh activity centre pedestrian improvements, which was funded by VicRoads (\$0.63M).
4	Bridges	Funds of \$0.091M have been carried forward to 2019/20 for completion of bridge rehabilitation at Napier Park Reserve Glen Waverley, in addition to \$0.24M for structures renewal program, as works are in the planning stage and due to be delivered during 2019/20.
5	Footpaths and Cycleways	VicRoads funded projects were incorporated into the Capital Works program in 2018/19, which were unbudgeted works to improve cycling infrastructure in the municipality (\$2.45M). This is partially offset by a number of projects that have been carried forward to 2019/20 which include the Melbourne Water Pipe Track Shared Pathway - Highbury Road to Cherry St, Glen Waverley ( \$0.25M) and other new footpath works in Oakleigh (Alleford St and Abbeygate St) (\$0.13M).
6	Off Street Car parks	Car park lighting at Monash Aquatic & Recreation Centre was not included in the 2018/19 Adopted budget (incomplete project commenced 2017/18) and an additional \$34K was required to fund construction of the Columbia Park Reserve car park following receipt of tender prices.

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### **NOTE 2 ANALYSIS OF COUNCIL RESULTS BY PROGRAM**

Council delivers its functions and activities through the following programs.

#### **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 Services, Communications and People and Culture.

#### **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, monitoring, reporting and evaluation support. The division manages Council processes regarding Tendering, Contracts and Purchasing. Corporate Services manages the Budget, Annual Report, Financial Reporting and Property & Valuation services.

#### **Community Development and 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 & Culture, Children, Youth and Family Services, Community Support and Libraries 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 & Community Law, Property, Strategic Planning and Economic Development and City Design.

#### **Infrastructure Services**

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

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### **NOTE 2 ANALYSIS OF COUNCIL RESULTS BY PROGRAM** (Cont'd)

#### **2.1 (b) Summary of revenues, expenses, assets and capital expenses by program**

	<b>Income</b>	<b>Expenses</b>	<b>Surplus/ (Deficit)</b>	<b>Grants included in income</b>	<b>Total assets</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>2019</b>					
Chief Executive	1,094	20,758	(19,664)	-	-
Corporate Services	129,799	36,337	93,462	4,243	3,195,267
Community Development and Services	30,266	42,807	(12,541)	14,498	-
City Development	14,370	20,947	(6,577)	727	-
Infrastructure Services	23,226	57,947	(34,721)	6,766	-
	<b>198,755</b>	<b>178,796</b>	<b>19,959</b>	<b>26,234</b>	<b>3,195,267</b>
<b>2018</b>					
Chief Executive	1,216	20,801	(19,585)	-	-
Corporate Services	124,136	33,241	90,895	4,104	3,338,749
Community Development and Services	30,329	42,170	(11,841)	14,213	-
City Development	13,447	16,224	(2,777)	778	-
Infrastructure Services	16,779	56,552	(39,773)	4,320	-
	<b>185,907</b>	<b>168,988</b>	<b>16,919</b>	<b>23,415</b>	<b>3,338,749</b>

**Following items are centrally held by Corporate Services**

Rates Income  
 Proceeds and written down value of assets sold  
 Depreciation Charges  
 Council Assets



# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES

	2019	2018
	\$'000	\$'000

#### 3.1 RATES AND CHARGES

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

The valuation base used to calculate general rates for 2018/19 was \$81.964 billion (2017/18 \$72.399 billion). The 2018/19 rate in the dollar for residential was \$0.00141486 (2017/18 \$0.0015448) and for other properties \$0.00175623 (2017/18 \$0.0020116).

General Rates	118,617	115,012
Cultural & Recreational	206	223
Supplementary rates & rate adjustments	886	777
Recycling Levy	1,478	-
<b>Total Rates and Charges</b>	<b>121,187</b>	<b>116,012</b>

The date of the latest general revaluation of land for rating purposes within the municipality is 1 January 2018 and the valuation was first applied in the rating year commencing 1 July 2018. 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	6,557	5,681
Court Recoveries	593	925
Town Planning Fees	2,906	2,985
Land Information Certificates	135	155
Permits	715	689
<b>Total Statutory Fees and Fines</b>	<b>10,906</b>	<b>10,435</b>

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	3,073	3,355
Recreation Fees	11,718	12,123
Waste Transfer Station	2,472	2,563
Building Services Fees	1,824	1,848
Library Fees and Fines	174	186
Bin Charges	1,630	1,389
Lease Charges	517	479
Hire and Rental Charges	1,072	995
Other Fees and Charges	3,351	1,872
<b>Total User Fees</b>	<b>25,831</b>	<b>24,810</b>

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

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (Cont'd)

	2019	2018
	\$'000	\$'000
<b>3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT</b>		
Grants were received in respect of the following:		
<b>Summary of grants</b>		
Commonwealth funded grants	15,407	14,899
State funded grants	10,805	8,516
<b>Total grants received</b>	<b>26,234</b>	<b>23,415</b>
<b>(a) Operating Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Financial Assistance Grants	4,164	4,104
Family and Children	2,217	1,706
General Home Care	7,191	6,736
<b>Recurrent - State Government</b>		
Family and Children	223	157
Maternal & child health	1,442	1,510
Libraries	1,188	1,187
General Home care	1,023	2,217
Youth Services	392	190
School crossing supervisors	550	508
Other	317	134
<b>Total recurrent operating grants</b>	<b>18,707</b>	<b>18,449</b>
<b>Non Recurrent - Commonwealth Government</b>		
Family and Children	-	3
<b>Non Recurrent - State Government</b>		
Community	342	233
Youth services	209	210
Recycling relief grant	-	313
Other	307	278
<b>Total non-recurrent operating grants</b>	<b>858</b>	<b>1,037</b>
<b>Total operating grants</b>	<b>19,565</b>	<b>19,486</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (Cont'd)

	2019	2018
	\$'000	\$'000
<b>3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (Cont'd)</b>		
<b>(b) Capital Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Roads to recovery	561	1,111
Financial Assistance Grants - Local Roads	1,274	1,239
<b>Recurrent - State Government</b>		
Libraries	22	-
<b>Total recurrent capital grants</b>	<b>1,857</b>	<b>2,350</b>
<b>Non Recurrent - State Government</b>		
Recreation	1,915	1,150
Economic Development	2,868	372
Other	29	57
<b>Total non recurrent capital grants</b>	<b>4,812</b>	<b>1,579</b>
<b>Total capital grants</b>	<b>6,669</b>	<b>3,929</b>
<b>Total Grants</b>	<b>26,234</b>	<b>23,415</b>

#### (c) Unspent grants received on condition that they be spent in a specific manner

Balance at start of year	2,865	1,841
Received during the financial year and remained unspent at balance date	2,095	1,769
Received in prior years and spent during the financial year	(2,865)	(745)
<b>Balance at year end</b>	<b>2,095</b>	<b>2,865</b>

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal) or upon earlier notification that a grant has been secured.

### 2.5 CONTRIBUTIONS

Monetary	9,837	7,198
Non-monetary	756	345
<b>Total Contributions</b>	<b>10,593</b>	<b>7,543</b>
<i>Contributions of non monetary assets were received in relation to the following asset classes.</i>		
Infrastructure	435	293
Other	321	52
<b>Total Non-Monetary Contributions</b>	<b>756</b>	<b>345</b>

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 2019

### NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (Cont'd)

	2019	2018
	\$'000	\$'000
<b>3.6 NET GAIN/(LOSS) ON DISPOSAL OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT</b>		
<b>Land &amp; Buildings</b>		
Proceeds from Sale of Assets	1,249	56
Sale Cost	(16)	-
Written Down Value of Assets Disposed	(1,184)	(4)
Write back of Revaluation on Assets Disposed	164	3
Gain on Disposal of Land & Buildings	213	55
<b>Plant &amp; Equipment</b>		
Proceeds from Sale of Assets	783	538
Written Down Value of Assets Disposed	(649)	(422)
Gain on Disposal of Plant & Equipment	134	116
<b>Infrastructure</b>		
Written Down Value of Assets Disposed	(3)	(38)
Write back of Revaluation on Assets Disposed	-	4
Gain on Disposal of Infrastructure and Plant & Equipment	(3)	(34)
<b>Total</b>		
Proceeds from Sale of Assets	2,032	594
Write back of Revaluation on Assets Disposed	164	7
Written Down Value of Assets Disposed	(1,853)	(464)
<b>Total Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant &amp; Equipment</b>	<b>343</b>	<b>137</b>

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 REVENUE

Investment Interest	2,314	2,064
Rates and Charges Interest	382	341
Other Revenue	1,121	1,565
<b>Total Other Revenue</b>	<b>3,817</b>	<b>3,970</b>

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 2019

### NOTE 4 THE COST OF DELIVERING SERVICES

	2019	2018
	\$'000	\$'000
<b>4.1 (a) EMPLOYEE COSTS</b>		
Salaries & Wages	61,858	58,274
Work cover	839	693
Casual staff	6,664	6,254
Superannuation	5,885	6,162
Fringe Benefits Tax	275	326
Long Service Leave	2,210	1,567
Other Employee Related costs	961	793
	78,692	74,069
Less: Amounts capitalised (non-current assets constructed by Council)	(1,976)	(1,456)
<b>Total Employee Costs</b>	<b>76,716</b>	<b>72,613</b>
<b>4.1 (b) SUPERANNUATION</b>		
Council made contributions to the following funds:		
<b>Accumulation funds</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,243	3,427
Employer contributions - other funds	2,175	2,135
	<b>5,418</b>	<b>5,562</b>
<b>Defined benefit fund</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	467	600
	<b>5,885</b>	<b>6,162</b>
Refer to note 9.3 for further information relating to Council's superannuation obligations.		
<b>4.2 MATERIALS AND SERVICES</b>		
Waste Management Services	17,164	16,265
Building Maintenance	6,281	5,808
General Maintenance	10,093	10,238
Local Law Services	8,080	4,677
Fleet Management	894	821
Legal costs	1,323	1,456
General Administration Costs	11,683	11,885
Consultants	1,565	1,417
Utilities	4,853	4,091
Insurance	1,811	1,718
Information Technology	5,695	4,893
Other	3,011	4,612
<b>Total Materials and Services</b>	<b>72,452</b>	<b>67,882</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 4 THE COST OF DELIVERING SERVICES (Cont'd)

	2019	2018
	\$'000	\$'000

#### 4.3 DEPRECIATION AND AMORTISATION

Buildings	7,577	7,458
Plant and Equipment	5,715	5,286
Infrastructure	14,189	13,767
Intangible Assets	789	602
<b>Total Depreciation and Amortisation</b>	<b>28,270</b>	<b>27,113</b>

#### 4.4 OTHER EXPENSES

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	71	70
Auditors Remuneration - Internal	170	173
Councillor Allowances	442	434
Operating Lease Rentals	675	703
<b>Total Other Expenses</b>	<b>1,358</b>	<b>1,380</b>



# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 5 OUR FINANCIAL POSITION

	2019	2018
	\$'000	\$'000
<b>5.1 FINANCIAL ASSETS</b>		
<b>(a) Cash and Cash Equivalents</b>		
Cash at bank	2,955	3,843
Cash on hand	16	20
Short term deposits (with a maturity date of 90 Days or less)	33,000	33,000
<b>Total Cash and Cash Equivalents</b>	<b>35,971</b>	<b>36,863</b>
<b>(b) Other Financial Assets</b>		
Short term deposits (with a maturity date over 90 Days)	68,000	53,000
Other	77	2
<b>Total Other Financial Assets</b>	<b>68,077</b>	<b>53,002</b>
<b>Total Financial Assets</b>	<b>104,048</b>	<b>89,865</b>

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

Trust Funds and Deposits (Note 5.3)	12,507	11,475
Statutory Reserve	13,310	10,125
Total Restricted funds	25,817	21,600
<b>Total Unrestricted Cash and Cash Equivalents</b>	<b>10,154</b>	<b>15,263</b>

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.

#### (c) Trade and Other Receivables

##### Current

##### Statutory Receivables

Rates Receivable	4,899	4,263
	4,899	4,263
Parking Infringements	8,206	6,320
Less: Provision for Doubtful Debts	(7,304)	(5,561)
	902	759

##### Non- Statutory Receivables

Sundry debtors	3,741	3,758
Less: Provision for Doubtful Debts	(79)	(61)
	3,662	3,697
<b>Total Trade and Other Receivables</b>	<b>9,463</b>	<b>8,719</b>

Receivables are carried at invoice amount as amortised cost using the effective interest rate method would not impact the carrying value. 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.

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 5 OUR FINANCIAL POSITION (Cont'd)

	2019	2018
	\$'000	\$'000

#### 5.1 FINANCIAL ASSETS (Cont'd)

##### (c) Trade and Other Receivables (cont'd)

###### Ageing of Receivables

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

Current (not yet overdue)	2,774	3,220
Past due by up to 30 days	371	265
Past due between 31 and 180 days	596	273
<b>Total Trade &amp; Other Receivables</b>	<b>3,741</b>	<b>3,758</b>

###### Movement in Receivables Provision for Doubtful Debts

Balance at the beginning of the year	61	168
Provisions adjusted during the year	18	(107)
<b>Balance at the end of year</b>	<b>79</b>	<b>61</b>

#### 5.2 NON-FINANCIAL ASSETS

##### (a) Other Assets

Accrued Income	732	1,202
Prepayments	266	956
Other	63	45
<b>Total Other Assets</b>	<b>1,061</b>	<b>2,203</b>

##### (b) Intangible Assets

###### Software

###### Gross carrying amount

Balance as at 1 July	4,566	3,722
Adjustment	-	102
Additions	646	742
	5,212	4,566
Work in Progress	1,023	17
Balance as at 30 June	6,235	4,583

###### Accumulated amortisation and impairment

Balance as at 1 July	(2,119)	(1,516)
Amortisation expense	(789)	(603)
Balance as at 30 June	(2,908)	(2,119)
<b>Net book value as at 30 June</b>	<b>3,327</b>	<b>2,464</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 5 OUR FINANCIAL POSITION (Cont'd)

	2019	2018
	\$'000	\$'000
<b>5.3 PAYABLES</b>		
<b>(a) Trade and Other Payables</b>		
Operating Payables	7,835	7,743
Capital Payables	5,990	6,650
Employee Costs	3,869	2,274
Parking Infringements	2,013	-
<b>Total Trade and Other Payables</b>	<b>19,707</b>	<b>16,667</b>

#### **(b) Trust Funds and Deposits**

Refundable Deposits	10,537	10,111
Retention Amounts	1,561	992
Fire Services Property Levy	306	343
Other Refundable Deposits	103	29
<b>Total Trust Funds and Deposits</b>	<b>12,507</b>	<b>11,475</b>

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 recognised as revenue at the time of forfeit.

#### **Purpose and nature of items**

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

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

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

#### **(c) Income in Advance**

Aquatic Facilities Membership & Learn-to Swim	158	147
Rates Paid in Advance	577	569
Other	127	27
<b>Total Income in Advance</b>	<b>862</b>	<b>743</b>



# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 5 OUR FINANCIAL POSITION (Cont'd)

	Annual leave	Long service leave	Total
	\$ '000	\$ '000	\$ '000

#### 5.4 PROVISIONS

##### 2019

Balance at beginning of the financial year	(5,362)	(11,921)	(17,283)
Additional provisions	(5,018)	(1,998)	(7,016)
Amounts used	4,881	1,909	6,790
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	(282)	(452)	(734)
<b>Balance at the end of the financial year</b>	<b>(5,781)</b>	<b>(12,462)</b>	<b>(18,243)</b>

##### 2018

Balance at beginning of the financial year	(5,202)	(11,908)	(17,110)
Additional provisions	(4,895)	(1,978)	(6,873)
Amounts used	4,485	1,830	6,315
Decrease in the discounted amount arising because of time and the effect of any change in the discount rate	250	135	385
<b>Balance at the end of the financial year</b>	<b>(5,362)</b>	<b>(11,921)</b>	<b>(17,283)</b>

	2019	2018
	\$'000	\$'000

##### (a) Employee Provisions

##### Current provisions expected to be wholly settled within 12 months

Annual leave	4,387	4,040
Long service leave	2,355	2,234
	6,742	6,274

##### Current provisions expected to be wholly settled after 12 months

Annual leave	1,394	1,321
Long service leave	8,860	8,404
	10,254	9,725
<b>Total Current Provisions</b>	<b>16,996</b>	<b>15,999</b>

##### Non-Current

Long service leave	1,247	1,284
<b>Total Non-Current Provisions</b>	<b>1,247</b>	<b>1,284</b>

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

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 5 OUR FINANCIAL POSITION (Cont'd)

	2019	2018
	\$'000	\$'000

#### 5.4 PROVISIONS (Cont'd)

##### **Wages and salaries and annual leave**

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at 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. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. 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.

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

Weighted average increase in costs	2.50%	2.50%
Weighted average discount rates	1.78%	2.03%
Weighted average settlement period	2-5 Years	2-5 Years

#### 5.5 FINANCING ARRANGEMENTS

The Council has the following funding arrangements in place as at 30 June 2019

Credit card facilities	100	100
Other facilities	7,500	7,500
Total facilities	7,600	7,600
Used facilities		
Unused facilities	14	12
	7,586	7,588

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

NOTES

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### 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.

##### 2019

##### Operating

Cleaning Services	1,451	1,265	-	-	2,716
Domestic Waste Collection	15,980	6,777	6,363	26,464	55,584
Other Operating Services	2,298	654	266	-	3,218
Printing & IT Infrastructure	2,328	1,268	619	6	4,221
Recycling	2,577	-	-	-	2,577
Repairs & Maintenance	1,296	153	81	-	1,530
Traffic & Parking Management	2,788	-	-	-	2,788
Utilities & Fuel	2,602	790	-	-	3,392
<b>Total Operating</b>	<b>31,320</b>	<b>10,907</b>	<b>7,329</b>	<b>26,470</b>	<b>76,026</b>

##### Capital

Buildings	21,629	2,000	-	-	23,629
Infrastructure	1,098	60	-	-	1,158
Roads	1,000	-	-	-	1,000
<b>Total Capital</b>	<b>23,727</b>	<b>2,060</b>	<b>-</b>	<b>-</b>	<b>25,787</b>

##### 2018

##### Operating

Cleaning Services	1,331	203	-	-	1,534
Domestic Waste Collection	12,623	12,744	14,463	17,884	57,714
Other Operating Services	2,215	-	-	-	2,215
Printing & IT Infrastructure	896	511	149	-	1,556
Recycling	2,705	2,103	-	-	4,808
Repairs & Maintenance	383	105	-	-	488
Supply Meals/Foodstuffs	807	-	-	-	807
Traffic & Parking Management	3,217	3,218	-	-	6,435
Utilities & Fuel	2,288	1,754	605	-	4,647
<b>Total Operating</b>	<b>26,465</b>	<b>20,638</b>	<b>15,217</b>	<b>17,884</b>	<b>80,204</b>

##### Capital

Buildings	2,943	-	-	-	2,943
Infrastructure	2,479	154	-	-	2,633
Roads	610	-	-	-	610
<b>Total Capital</b>	<b>6,032</b>	<b>154</b>	<b>0</b>	<b>-</b>	<b>6,186</b>



# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 5 OUR FINANCIAL POSITION (Cont'd)

	2019	2018
	\$'000	\$'000
<b>5.6 (a) OPERATING LEASE COMMITMENTS</b>		
At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council activities (These obligations are not recognised as liabilities).		
Not later than one year	752	657
Later than one year but not later than two years	632	597
Later than two years but not later than five years	712	1,229
<b>Total Operating Lease Commitments</b>	<b>2,096</b>	<b>2,483</b>

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 6 ASSETS WE MANAGE

#### 6.1 NON CURRENT ASSETS CLASSIFIED AS HELD FOR SALE

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

	2019	2018
	\$'000	\$'000
Land & Buildings	4,125	2,356
<b>Total Non Current Assets Classified As Held For Sale</b>	<b>4,125</b>	<b>2,356</b>

#### 6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

- (a) Summary of Property, Infrastructure, Plant and Equipment
- (b) Summary of Work in Progress
- (c) Details of Property Category
- (d) Details of Plant and Equipment Category
- (e) Details of Infrastructure Category
- (f) Acquisition
- (g) Repairs and Maintenance
- (h) Depreciation and Amortisation
- (i) Revaluation
- (j) Valuation of Property
- (k) Valuation of Infrastructure
- (l) Reconciliation of Specialised Land

#### 6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

##### (a) Summary of Property, Infrastructure, Plant and Equipment

Category	At Fair Value 30 June 2017	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers	At Fair Value 30 June 2018
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	2,497,507	-	-	-198,390	-	-	(2,870)	2,296,247
Buildings	203,678	11,357	-	-	(7,577)	(84)	-	207,374
Plant and Equipment	25,235	6,834	321	-	(5,716)	(650)	-	26,024
Infrastructure	601,898	16,796	435	45,358	(14,188)	(3)	-	650,296
Work in progress	7,967	-	-	-	-	-	4,032	11,999
<b>Total</b>	<b>3,336,285</b>	<b>34,987</b>	<b>756</b>	<b>(153,032)</b>	<b>(27,481)</b>	<b>(737)</b>	<b>1,162</b>	<b>3,191,940</b>

##### (b) Summary of Work in Progress

Category	Opening WIP	Additions	Transfer to Operating	Reclassification	Transfers	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Buildings	5,153	9,475	(21)	1,200	(11,357)	4,450
Plant and Equipment	91	7,264	(403)	234	(6,834)	352
Infrastructure	2,723	23,164	(460)	(1,434)	(16,796)	7,197
<b>Total</b>	<b>7,967</b>	<b>39,903</b>	<b>(884)</b>	<b>-</b>	<b>(34,987)</b>	<b>11,999</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 6 ASSETS WE MANAGE (Cont'd)

#### 6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont'd)

(c) Land and Buildings	Land - specialised	Land - non specialised	Land under roads	Total land	Buildings - specialised	Total buildings	Work in progress	Total property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2018	1,911,615	583,240	2,652	2,497,507	361,609	361,609	5,153	2,864,269
Accumulated depreciation at 1 July 2018	-	-	-	-	(157,931)	(157,931)	-	(157,931)
	<b>1,911,615</b>	<b>583,240</b>	<b>2,652</b>	<b>2,497,507</b>	<b>203,678</b>	<b>203,678</b>	<b>5,153</b>	<b>2,706,338</b>
<b>Movements in fair value</b>								
Acquisition of assets at fair value				-			\$9,475	9,475
Revaluation increments	(164,869)	(33,521)	-	(198,390)	-	-	-	(198,390)
Fair value of assets disposed	-	-	-	-	(842)	(842)	-	(842)
Transfers to Properties for resale	(2,870)	-	-	(2,870)	-	-	-	(2,870)
Transfers to operating	(2,245)	2,245	-	-	-	-	(21)	(21)
Reclassification				-			1,200	1,200
Transfer from WIP	-	-	-	-	11,357	11,357	(11,357)	-
	<b>(169,984)</b>	<b>(31,276)</b>	<b>-</b>	<b>(201,260)</b>	<b>10,515</b>	<b>10,515</b>	<b>(703)</b>	<b>(191,448)</b>
<b>Movements in accumulated depreciation</b>								
Depreciation and amortisation	-	-	-	-	7,577	7,577	-	7,577
Accumulated depreciation of disposals	-	-	-	-	(758)	(758)	-	(758)
	-	-	-	-	6,819	6,819	-	6,819
At fair value 30 June 2019	1,741,631	551,964	2,652	2,296,247	372,124	372,124	4,450	2,672,821
Accumulated depreciation at 30 June 2019	-	-	-	-	(164,750)	(164,750)	-	(164,750)
	<b>1,741,631</b>	<b>551,964</b>	<b>2,652</b>	<b>2,296,247</b>	<b>207,374</b>	<b>207,374</b>	<b>4,450</b>	<b>2,508,071</b>



# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 6 ASSETS WE MANAGE (Cont'd)

#### 6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont'd)

(d) Plant and Equipment	Plant machinery and equipment	Fixtures and fittings and furniture	Computers & telecomms	Artwork	Library books	Work in progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2018	17,549	15,802	7,026	6,604	6,928	91	54,000
Accumulated depreciation at 1 July 2018	(8,719)	(11,069)	(4,883)	-	(4,003)	-	(28,674)
	<b>8,830</b>	<b>4,733</b>	<b>2,143</b>	<b>6,604</b>	<b>2,925</b>	<b>91</b>	<b>25,326</b>
<b>Movements in fair value</b>							
Acquisition of assets at fair value	-	-	-	321	-	-	7,264
Contributions	(1,798)	(388)	(524)	-	(1,306)	-	321
Fair value of assets disposed							(4,016)
Transfers to operating						(403)	(403)
Reclassification						234	234
Transfer from WIP	3,054	849	1,466	173	1,292	(6,834)	-
	<b>1,256</b>	<b>461</b>	<b>942</b>	<b>494</b>	<b>(14)</b>	<b>261</b>	<b>3,400</b>
<b>Movements in accumulated depreciation</b>							
Depreciation and amortisation	2,153	1,079	1,204	-	1,280	-	5,716
Accumulated depreciation of disposals	(1,223)	(314)	(524)	-	(1,305)	-	(3,366)
	<b>930</b>	<b>765</b>	<b>680</b>	<b>-</b>	<b>(25)</b>	<b>-</b>	<b>2,350</b>
At fair value 30 June 2019	18,805	16,263	7,968	7,098	6,914	352	57,400
Accumulated depreciation at 30 June 2019	(9,649)	(11,834)	(5,563)	-	(3,978)	-	(31,024)
	<b>9,156</b>	<b>4,429</b>	<b>2,405</b>	<b>7,098</b>	<b>2,936</b>	<b>352</b>	<b>26,376</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 6 ASSETS WE MANAGE (Cont'd)

#### 6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont'd)

(e) 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
At fair value 1 July 2018	495,221	4,557	181,767	397,114	25,725	10,698	44,136	6,513	12,625	8,815	2,723	1,189,894
Accumulated depreciation at 1 July 2018	(205,285)	(1,883)	(113,504)	(215,127)	(7,975)	(2,847)	(21,978)	(2,934)	(6,766)	(6,974)	-	(585,273)
	<b>289,936</b>	<b>2,674</b>	<b>68,263</b>	<b>181,987</b>	<b>17,750</b>	<b>7,851</b>	<b>22,158</b>	<b>3,579</b>	<b>5,859</b>	<b>1,841</b>	<b>2,723</b>	<b>604,621</b>
<b>Movements in fair value</b>												
Acquisition of assets at fair value											\$23,164	23,164
Contributions	435	-	-	-	-	-	-	-	-	-	-	435
Revaluation increments/decrements	38,156	253	(3,508)	10,457	-	-	-	-	-	-	-	45,358
Fair value of assets disposed	-	-	-	-	(20)	-	(90)	-	-	-	-	(110)
Transfers to operating											(460)	(460)
Reclassification											(1,434)	(1,434)
Transfer from WIP	2,195	58	4,092	1,738	3,486	847	1,410	2,472	246	252	(16,796)	-
	<b>40,786</b>	<b>311</b>	<b>584</b>	<b>12,195</b>	<b>3,466</b>	<b>847</b>	<b>1,320</b>	<b>2,472</b>	<b>246</b>	<b>252</b>	<b>4,474</b>	<b>66,953</b>
<b>Movements in accumulated depreciation</b>												
Depreciation and amortisation	4,137	83	1,471	3,849	1,492	488	1,655	264	483	266	-	14,188
Accumulated depreciation of disposals					(20)		(87)					(107)
	<b>4,137</b>	<b>83</b>	<b>1,471</b>	<b>3,849</b>	<b>1,472</b>	<b>488</b>	<b>1,568</b>	<b>264</b>	<b>483</b>	<b>266</b>	<b>-</b>	<b>14,081</b>
At fair value 30 June 2019	536,007	4,868	182,351	409,309	29,191	11,545	45,456	8,985	12,871	9,067	7,197	1,256,847
Accumulated depreciation at 30 June 2019	(209,422)	(1,966)	(114,975)	(218,976)	(9,447)	(3,335)	(23,546)	(3,198)	(7,249)	(7,240)	-	(599,354)
	<b>326,585</b>	<b>2,902</b>	<b>67,376</b>	<b>190,333</b>	<b>19,744</b>	<b>8,210</b>	<b>21,910</b>	<b>5,787</b>	<b>5,622</b>	<b>1,827</b>	<b>7,197</b>	<b>657,493</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### 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 \$
<b>Land and Buildings</b>		
-Land	Indefinite	1
-Land under roads	Indefinite	1
-Buildings	30-50 Years	1
-Heritage Buildings	250 Years	1
<b>Plant and Equipment</b>		
-Plant Machinery and Equipment	2-10 Years	1,000
-Furniture and Fittings	3-10 Years	1,000
-Art work	Indefinite	1
-Computer equipment	3-7 Years	1
-Library books	2-7 Years	1
<b>Infrastructure</b>		
-Roads Pavements and Footpaths	80-150 Years	1,000
-Bridges	40-120 Years	1,000
-Drainage	100 Years	1,000
-Recreational leisure and community	10-100 Years	1,000
-Parks, open spaces and streetscape	25-120 Years	1,000
-Bicycle paths	10-100 Years	1,000
-Off street car parks	10-100 Years	1,000
-Traffic Management	20-25 Years	1,000
-Other infrastructure	10-100 Years	1,000

##### **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 is expensed.



# Notes to the Financial Report

## For the Year Ended 30 June 2019

### **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 & 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 2019

### NOTE 6 ASSETS WE MANAGE (Cont'd)

#### 6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont'd)

	2019	2018
Council	\$'000	\$'000
<b>Specialised land and land under roads</b> is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$36 and \$4,449 per square metre.	1,746,936	1,914,267
<b>Specialised buildings</b> are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$250 to \$5,800 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 30 years to 250 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.	207,373	203,678
<b>Infrastructure assets</b> 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.	651,652	604,622

#### (j) Valuation of Property

In accordance with Council policy, a revaluation was undertaken for land and buildings at the reporting date. 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 was undertaken (June 2019) by a qualified independent valuer Nick De Propertis of Westlink Corporation Pty Ltd (trading as Westlink Consulting) - registration no 3878.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1	Level 2	Level 3
Council	\$'000	\$'000	\$'000
Land	-	551,964	-
Specialised Land	-	-	1,746,936
Specialised buildings	-	-	207,373
<b>Total</b>	<b>-</b>	<b>551,964</b>	<b>1,954,309</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 6 ASSETS WE MANAGE (Cont'd)

#### 6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont'd)

##### (k) Valuation of Infrastructure

A review of the rates for infrastructure assets for 2018/19 has been undertaken to assess any "material movement" in 'Fair Value' of Council's infrastructure assets as at the 30 June 2019. As a result of this review a revaluation of these assets have been undertaken.

The review have been undertaken by the Manager Strategic Asset Management, Chris Lo Piccolo (B.Eng (Civil), GDip Municipal Engineering & Management, GCert Business Management).

The valuation is at fair value based on replacement cost less accumulated depreciation as at 30 June 2019.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2019 are as follows:

Council	Level 1	Level 2	Level 3
	\$'000	\$'000	\$'000
Roads	-	-	326,585
Bridges	-	-	2,903
Footpaths	-	-	68,732
Drainage	-	-	190,333
<b>Total</b>	<b>-</b>	<b>-</b>	<b>588,553</b>

##### Reconciliation of Specialised Land

Council	2019	2018
	\$'000	\$'000
Land under roads	2,652	2,652
Parks and reserves and other	1,744,284	1,911,615
<b>Total specialised land</b>	<b>1,746,936</b>	<b>1,914,267</b>

#### 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% interest in the landfill site situated at 654 - 718 Clayton Road, South Clayton from the former City of Camberwell at a cost of \$840k.

Whilst 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% of any net operating surplus and pays 16.8% of any net operating deficit of the operations of the Clayton Landfill venture. Council's share of the operating loss for the year ended 30 June 2019 was \$156K, which has been recognised as an expense in the Comprehensive Operating Statement.



# Notes to the Financial Report

## For the Year Ended 30 June 2019

### 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 audited Accounts of the Joint operation at 30 June 2019 and is included in the Balance Sheet as follows:

##### REGIONAL LANDFILL CLAYTON SOUTH JOINT OPERATION

##### Balance Sheet

As at 30 June 2019

	2019	2018
	\$'000	\$'000
Current Assets	4,976	6,931
Current Liabilities	-	(25)
Net Current Assets	4,976	6,906
Non-Current Assets	-	-
Non-Current Liabilities	(12,299)	(13,364)
<b>Net Liability</b>	<b>(7,323)</b>	<b>(6,458)</b>
Contribution-Re Land	1,659	1,659
Retained earnings	(8,982)	(8,117)
<b>Deficit</b>	<b>(7,323)</b>	<b>(6,458)</b>
<b>Share of Monash City Council (16.8%)</b>		
<b>Movements</b>		
Share in Joint Operation Equity as at 1 July	(1,074)	(659)
Share of net profits/(loss) of joint operation	(156)	(415)
<b>Increase/(Decrease) for the year</b>	<b>(1,230)</b>	<b>(1,074)</b>
<b>Share in Joint Operation Equity as at 30 June 2019</b>	<b>(1,230)</b>	<b>(1,074)</b>
<b>Represented in Council's Balance Sheet - Equity</b>		
Non-Current Assets - Investment in Joint arrangement accounted for using the equity method	832	1,171
Non-Current Liability - Investment in Joint arrangement accounted for using the equity method	(2,062)	(2,245)
<b>Net Liability</b>	<b>(1,230)</b>	<b>(1,074)</b>

The landfill closed on the 29 January 2016. At balance date the landfill itself retains sufficient liquidity to fund the post closure capital works and the post closure after care expenses for the medium term. It is likely that additional Council funding will be required to support the entity in the longer term. Council has recognised its share of the future funding obligation in its Balance Sheet as a non-current Liability.

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 over a period of 26 years. Remediation is expected to be completed by 2045.

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 an assumed inflation rate of 2.5% annually for 26 years. The present value calculation uses the Milliman Group of 100 discount rate forecasts for 26 years.

The provision also takes into account a forecast \$2.414 million of capping and gas infrastructure works that are required to be completed primarily in 2019-20 in order to decommission the land fill.

The provision is assessed at the end of each reporting period in order to ensure it accurately reflects the cost of closing and restoring the site.

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### 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 includes the 11 councillors in office from time to time, the Chief Executive Officer and those members of Council staff who have management responsibilities and report directly to the Chief Executive Officer.

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

	2019	2018
	No	No

##### Key Management Personnel - Councillors

##### From 1 July 2018 to 30 June 2019

Councillor Paul Klisaris (Mayor until 12.11.18)	1	1
Councillor Stuart James	1	1
Councillor Shane McCluskey (Mayor from 12.11.18)	1	1
Councillor Josh Fergeus	1	1
Councillor Lynnette Saloumi	1	1
Councillor MT Pang Tsoi	1	1
Councillor Robert Davies	1	1
Councillor Brian Little	1	1
Councillor Geoff Lake	1	1
Councillor Theo Zographos	1	1
Councillor Rebecca Paterson	1	1

	2019	2018
	No	No

##### Key Management Personnel - Officers

Andi Diamond Chief Executive Officer	1	1
Jack Crawford Director Corporate Services (resigned 14/08/17)	-	1
Danny Wain Chief Financial Officer	1	1
Julie Salomon Director Community Development and Services	1	1
Ossie Martinz Director Infrastructure	1	1
Peter Panagakos Director City Development	1	1
Frank Rog Executive Manager Human Resources (resigned 02/07/17)	-	1
Leanne Wiebenga Executive Manager - People and Culture	1	1
Jarrold Doake Chief Operating Officer	1	1
Joanne Robertson Executive Manager - Communications	1	1
<b>Total Key Management Personnel</b>	<b>19</b>	<b>21</b>

##### (c) Remuneration of Key Management Personnel

	2019	2018
	\$,000	\$,000

Total remuneration of key management personnel was as follows:

Short-term benefits	2,231	2,356
Post-employment benefits	195	196
Long-term benefits	-	71
<b>Total</b>	<b>2,426</b>	<b>2,623</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 7 PEOPLE AND RELATIONSHIPS (Cont'd)

#### 7.1 COUNCIL AND KEY MANAGEMENT REMUNERATION (Cont'd)

##### (c) Remuneration of Key Management Personnel (Cont'd)

The Councillor and Mayoral allowances are required to be set within the range specified by an Order in Council. Under that Order, which identifies 3 categories of Council, based upon physical size and population, Monash is deemed a Category 3 Council. The Councillor and Mayoral allowances for 2016-2020 have been set at the allowance range for a Category 3 Council, approved by the Minister for Local Government, and applicable from 1 December 2016, is:

Mayor allowance: \$94,641 per annum

Councillor allowance : \$29,630 per annum

Council also contributes the legislative requirement for 9.5% superannuation.

The numbers of Councillors whose total remuneration from Council and any related entities, fall within the following bands:

	2019	2018
	No	No
\$30,000 - \$39,999	9	9
\$50,000 - \$59,999	1	1
\$80,000 - \$89,999	1	1
	<b>11</b>	<b>11</b>

Chief Executive Officer and the numbers of KMP's whose total remuneration from Council and any related entities, fall within the following bands:

\$100,000 - \$109,999	-	1
\$140,000 - \$149,999	-	1
\$150,000 - \$159,999	1	-
\$170,000 - \$179,999	-	1
\$180,000 - \$189,999	-	1
\$200,000 - \$209,999	1	-
\$210,000 - \$219,999	1	1
\$220,000 - \$229,999	1	1
\$240,000 - \$249,999	-	1
\$250,000 - \$259,999	3	1
\$260,000 - \$269,999	-	1
\$370,000 - \$379,999	-	1
\$420,000 - \$429,999	1	-
	<b>8</b>	<b>10</b>

##### (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 \$148,000.

The number of Senior Officers are shown below in their relevant income bands:

	2019	2018
Income Range:	No	No
<\$145,000	-	2
\$145,000 - \$149,999	-	5
\$150,000 - \$159,999	4	6
\$160,000 - \$169,999	5	7
\$170,000 - \$179,999	8	3
\$180,000 - \$189,999	4	3
\$190,000 - \$199,999	1	1
\$200,000 - \$209,999	-	1
	<b>22</b>	<b>28</b>

\$'000 \$'000

Total Remuneration for the reporting year for Senior Officers includes all bonuses, termination payments and payments of outstanding leave which amounted to:

3,786 4,554

#### 7.2 RELATED PARTY DISCLOSURE

##### (a) Transactions with related parties

During the period Council entered into no reportable transactions with related parties.

##### (b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties: NIL

##### (c) Loans to/from related parties

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party as follows: NIL

##### (d) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows: NIL



# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 8 MANAGING UNCERTAINTIES

#### 8.1 CONTINGENT ASSETS AND LIABILITIES

##### (a) Contingent Assets

As at 30 June 2019, there are no potential contingent assets

##### (b) Contingent Liabilities

###### 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.

###### 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 in Note 9.3. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

###### Landfill

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.

###### Building Cladding

As at 30 June 2019, there are no potential contingents that may exist in relation to rectification works or other matters associated with building cladding that may have an adverse impact on Council.

###### 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.

	2019 Outstanding Loan Liability	2019 Guarantee Limit	2018 Outstanding Loan Liability	2018 Guarantee Limit
	\$'000	\$'000	\$'000	\$'000
Waverley Hockey Club	144	300	171	300
	<b>144</b>	<b>300</b>	<b>171</b>	<b>300</b>

#### 8.2 CHANGE IN ACCOUNTING STANDARDS

The following new AAS's have been issued that are not mandatory for the 30 June 2019 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

##### **Revenue from contracts with customers (AASB 15) (applies 2019/20 for LG sector)**

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract.

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### **NOTE 8** MANAGING UNCERTAINTIES (Cont'd)

#### **8.2 CHANGE IN ACCOUNTING STANDARDS (Cont'd)**

The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income (eg: Capital Grants & Contributions).

##### **Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20)**

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

The first applicable reporting period for Councils is 2019-20.

##### **Leases (AASB 16) (applies 2019/20)**

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Based on our current lease commitments and an assumption of a continuation of the current leasing arrangements Council expects that the transition to the new standard will see the initial recognition of \$9.2M in lease related assets and an equivalent liability.

##### **Income of Not-for-Profit Entities (AASB 1058) (applies 2019/20)**

This standard is expected to apply to certain transactions currently accounted for under

AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable a not-for-profit entity to further its objectives.

Council has identified services that utilise Volunteers. We have developed a management declaration form to determine whether staff would provide Volunteer Services in the absence of those Volunteers. Currently Council estimates \$Nil impact on the Financial Statement.

#### **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.

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 8 MANAGING UNCERTAINTIES (Cont'd)

#### 8.3 FINANCIAL INSTRUMENTS (Cont'd)

##### (b) Market Risk (Cont'd)

###### **Interest rate risk (Cont'd)**

Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rate.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. We manage interest rate risk by adopting an investment policy that ensures

- diversification of investment product
- monitoring of return on investment
- benchmarking of returns and comparison with budget.

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

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

##### (c) Credit Risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our balance sheet. 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.

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:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained
- have readily accessible standby facilities and other funding arrangements in place
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments
- monitor budget to actual performance on a regular basis
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 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

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



# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 8 MANAGING UNCERTAINTIES (Cont'd)

#### 8.3 FINANCIAL INSTRUMENTS (Cont'd)

##### (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% and -1% in market interest rates (AUD) from year-end rates of 2.5%.

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.

#### 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.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

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

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

Level 2 - Valuation techniques for which the lowest

level input that is significant to the fair value measurement is directly or indirectly observable

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

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

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

##### **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 2018/19.

#### 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 2019

### 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
<b>2019</b>				
<b>Property</b>				
Land	2,138,329	(198,390)	-	1,939,939
Buildings	77,319	-	(164)	77,155
<b>Infrastructure</b>				
Roads and Footpaths	84,106	34,649	-	118,755
Drainage	73,201	10,458	-	83,659
Other Infrastructure	9,223	253	-	9,476
<b>Other</b>				
Plant & Equipment	11	-	-	11
Library Books	250	-	-	250
Art Collection	1,978	-	-	1,978
<b>Total Asset Revaluation Reserves</b>	<b>2,384,417</b>	<b>(153,030)</b>	<b>(164)</b>	<b>2,231,223</b>

	Balance at beginning of reporting period	Revaluation Increment / (decrement)	Adjustments	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
<b>2018</b>				
<b>Property</b>				
Land	1,860,723	277,606	-	2,138,329
Buildings	71,123	6,199	(3)	77,319
<b>Infrastructure</b>				
Roads and Footpaths	84,106	-	-	84,106
Drainage	73,201	-	-	73,201
Other Infrastructure	9,227	-	(4)	9,223
<b>Other</b>				
Plant & Equipment	11	-	-	11
Library Books	250	-	-	250
Art Collection	1,978	-	-	1,978
<b>Total Asset Revaluation Reserves</b>	<b>2,100,619</b>	<b>283,805</b>	<b>(7)</b>	<b>2,384,417</b>

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 2019

### NOTE 9 OTHER MATTERS (Cont'd)

#### 9.1 RESERVES (Cont'd)

(b) Statutory Reserve	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
<b>2019</b>				
Drainage Reserve	6,927	1,224	(736)	7,415
Parking Reserve	3,198	439	(57)	3,580
Public Open Space Reserve	-	7,352	(5,037)	2,315
<b>Total Statutory Reserves</b>	<b>10,125</b>	<b>9,015</b>	<b>(5,830)</b>	<b>13,310</b>
<b>2018</b>				
Drainage Reserve	7,441	1,097	(1,611)	6,927
Parking Reserve	2,386	890	(78)	3,198
Public Open Space Reserve	-	4,968	(4,968)	-
<b>Total Statutory Reserves</b>	<b>9,827</b>	<b>6,955</b>	<b>(6,657)</b>	<b>10,125</b>

#### **Drainage Reserve**

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

#### **Parking Reserve**

Currently where a development is considered to increase the parking requirements of a centre the developer is required to pay a predetermined amount per additional parking space required.

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

The Monash Planning Scheme requires that a person who proposes to subdivide land must make a contribution to the Council for public open space (being a percentage of the land intended to be used for residential, industrial or commercial purposes, or a percentage of the site value of such land, or a combination of both). If no amount is specified, a contribution for public open space may still be required under section 18 of the Subdivision Act 1988. These funds are then used to either upgrade recreational facilities in existing open space areas or provide additional open space in the municipality.



# Notes to the Financial Report

## For the Year Ended 30 June 2019

### 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
<b>2019</b>				
Development Reserve	7,154	-	-	7,154
Superannuation Reserve	4,500	1,000	-	5,500
Unspent Grant Reserve	2,865	-	(770)	2,095
<b>Total Discretionary Reserves</b>	<b>14,519</b>	<b>1,000</b>	<b>(770)</b>	<b>14,749</b>
<b>2018</b>				
Development Reserve	7,154	-	-	7,154
Superannuation Reserve	2,500	2,000	-	4,500
Unspent Grant Reserve	-	2,865	-	2,865
<b>Total Discretionary Reserves</b>	<b>9,654</b>	<b>4,865</b>	<b>-</b>	<b>14,519</b>

***Development Reserve (formerly named the Aged Residential Care Facilities Upgrade Reserve)***

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

Council has earmarked \$2.65M from the Development Reserve towards Waverley Gymnastic /Oakleigh Recreation Centre 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.

***Unspent Grant Reserve***

This reserve quarantines funds related to grants received from State and Federal government agencies for funding the capital works projects. Any funds unexpended at the end of the financial year will be held in this reserve.

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### **NOTE 9** OTHER MATTERS (Cont'd)

#### **8.2 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS**

	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Surplus for the year</b>	19,959	16,919
Depreciation	28,270	27,113
Net Gain/(Loss) on disposal of Property, Infrastructure, Plant and Equipment	(343)	(137)
Developer contributions of Infrastructure	(435)	(293)
Art Donation	(321)	(52)
Capitalised Salaries (Note 4.1)	(1,976)	(1,456)
Share of loss from Clayton Joint Venture	156	415
<b><i>Change in operating assets and liabilities</i></b>		
(Increase)/Decrease in Receivables	134	(445)
Decrease/(Increase) in Prepayments	690	(174)
Increase/(Decrease) in Current Refundable Deposits	1,032	1,870
Increase/(Decrease) in other liabilities	(691)	(25)
Decrease in Investments	(11)	(4)
Increase/(Decrease) in Payables	3,771	(632)
Increase/(Decrease) in Current Provisions	809	259
(Decrease)/Increase in non-current Provisions	(37)	64
<b>Net cash provided by/ (used in) operating activities</b>	<b>51,007</b>	<b>43,422</b>

# Notes to the Financial Report

## For the Year Ended 30 June 2019

### NOTE 9 OTHER MATTERS (Cont'd)

#### 9.3 SUPERANNUATION

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently.

##### **Accumulation**

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2019, this was 9.5% as required under Superannuation Guarantee legislation).

##### **Defined Benefit**

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan. 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. For the year ended 30 June 2019, this rate was 9.5% of members' salaries (9.5% in 2017/2018).

As at 30 June 2018, a full triennial actuarial investigation was completed. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 106%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

- › Net investment returns 6.0% pa
- › Salary information 3.5% pa
- › Price inflation (CPI) 2.5% pa.

Vision Super has advised that the estimated VBI at 30 June 2019 was 107.1%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2018 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

##### **Defined benefit 2018 Interim actuarial investigation surplus amounts**

The Fund's actuarial investigation identified the following for the defined benefit category of which Council is a contributing employer:

- › A VBI surplus of \$131.9 million; and
- › A total service liability surplus of \$218.3 million.
- › A discounted accrued benefits surplus of \$249.1 million.

"The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2018. Council was notified of the 30 June 2018 VBI during August 2018.

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 2018.

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 2018.

An interim actuarial investigation will be conducted for the Fund's position as at 30 June 2019. It is anticipated that this actuarial investigation will be completed in October 2019.







## Monash Civic Centre

 293 Springvale Road,  
Glen Waverley, 3150

 8.15am to 5.15pm  
Monday to Friday

## Oakleigh Service Centre

 3 Atherton Road,  
Oakleigh, 3166

 8.15am to 5.15pm  
Monday to Friday

 9518 3555

Fax: 9518 3444

### National Relay Service

(for people with hearing  
or speech impairments)

1800 555 660

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

 [mail@monash.vic.gov.au](mailto:mail@monash.vic.gov.au)



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MONASH

