

# ANNUAL *Report* 2019/20



CITY OF  
MONASH

# INDIGENOUS *Acknowledgement*

Monash Council acknowledges the traditional owners of the land that is now known as Monash and pays respect to their elders past, present and emerging.

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*As this publication reflects the year from July 2019 to June 2020, some images used in this publication were taken prior to COVID-19 and the requirement to wear masks.*



# SECTION

*Highlights* ONE



# WELCOME

**Monash Council is proud to present this 2019/20 Annual Report to our ratepayers, community members and other stakeholders.**

This report provides a comprehensive account of our operations for the 2019/20 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 prior to 30 September.

This year due to the COVID-19 pandemic, the Minister extended the deadline for councils to 30 November. Council submitted its report by 30 September.

From 2020/21 our Annual Report will be prepared in accordance with the Local Government Act 2020.

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

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

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

## HIGHLIGHTS

**1** 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 Message and a financial overview of our operations.

## GOVERNANCE

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

## OUR COUNCIL

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

## OUR PERFORMANCE

**4** Details on 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.

## OFFICIAL STATEMENTS

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

## FINANCIALS

**6** Detailed account of our financial statement for the year.

# OUR PROFILE

## Of 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

- » 202,847 residents
- » 70,505 dwellings
- » 50% of our residents speak a language other than English at home
- » 35% of our residents have a university qualification
- » 48.9% of our residents were born overseas
- » The median age of our residents is 37 years
- » 80,375 residents are employed, 60% full time and 38% part time
- » More residents are in professional occupations (e.g. engineers, teachers, registered nurses)
- » 67% of residents travel outside the area to work
- » In Monash, education and training is the most productive industry, generating \$1.76 billion in 2018/19.
- » There are 22,096 local businesses employing 145,328 people.
- » Health care and social assistance is the largest employer 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.

Information on the Monash community is available at [www.monash.vic.gov.au/About-Us/Our-Profile-Growth](http://www.monash.vic.gov.au/About-Us/Our-Profile-Growth)

### Our Vision Of Monash

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

### Our Mission

Making a difference through commitment, expertise and leadership.

### Our Values

At all levels in our organisation people are expected to demonstrate the following 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 2019/20



**339,744**

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



**731**

kilometres of local roads



**1,305**

planning applications were received



**1,175.1**

tonnes of cardboard and paper recycled through the Waste Transfer Station

**19.3%**

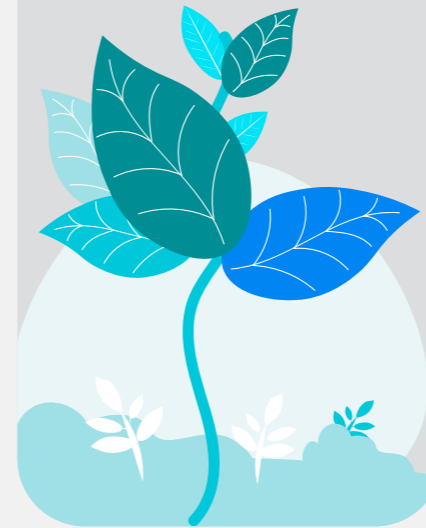
of our residents do voluntary work

**100,960**

members of the public visited our Waste Transfer and Recycling Station

**126,315**

trees, plants and shrubs were planted



**346,053**

kilograms of paint recycled as part of the Paintback recycling scheme

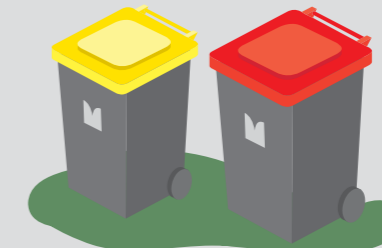
More than

**5,980 km**

of roads swept over the year

**68,029**

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



**6,560**

Our Customer Service team responded to interactions through Webchat





# PERFORMANCE

## Highlights For 2019/20

**Council listed four Major Initiatives to be achieved in 2019/20 in its Council Plan in 2017-2021. Three out of the four Major Initiatives were achieved.**

There was a total of 60 actions listed in Council's Annual Plan in 2019/20. Of these, 55 were completed and the remaining five are progressing. Amendments to nine actions were approved by Council at the 26 May Council meeting.

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

MAJOR INITIATIVE	STRATEGIC OBJECTIVE	RESULT
<p>Deliver the following funded priorities from the Food Organics Program:</p> <ul style="list-style-type: none"> <li>(a) Plan for the introduction of a kerbside food waste recycling service</li> <li>(b) Develop and implement a Communication and Engagement Plan</li> <li>(c) Implement a kerbside bin inspections program</li> <li>(d) Conduct a detailed bin audit on: kerbside recycling, waste and garden bins</li> </ul>	A liveable and sustainable city	<p><b>Achieved:</b> The food waste recycling service was introduced in July 2020, with eligible households delivered a benchtop food waste caddy, an information booklet and a comprehensive communications and engagement strategy to assist in a smooth transition for residents. Both contracts were awarded for the kerbside bin inspections and audit. The inspections and audit were delayed due to COVID-19.</p>
Complete the Princes Highway Reserve West sportsground redevelopment	Inviting open and urban spaces	<p><b>Achieved:</b> Works were completed on the \$1.2M redevelopment of Princes Highway Reserve West sportsground in June 2020. The works significantly improved the sportsground surface quality and drainage, with the installation of the drought resistant turf and a highly-efficient irrigation system.</p>
Complete the scope, plan and design of an Integrated Child & Family Hub at Wellington Kindergarten and Mulgrave Maternal and Child Health Centre.	An inclusive community	<p><b>Progressing:</b> Architects are finalising the design to be provided to the Wellington Kindergarten Parent Committee and community. Consultation with the Kindergarten will commence in July as per the Communications Plan. This will be followed by a consultation process to inform the broader community.</p>
Minimum 90% of agreed Capital Works Program delivered annually.	Responsive and efficient services	<p><b>Achieved:</b> Council delivered 95% of its Capital Works Program in 2019/20 which was well above the target of 90%. The capital works spend was \$63.4M.</p>

## Challenges in 2019/20



### » COVID-19

Like the rest of the world, in Monash we were faced with the unprecedented challenge of the COVID-19 virus with every member of our community, every business, our staff and our operations impacted in some way.

Council's response to the COVID-19 pandemic has been guided by State Government advice and that of the Chief Health Officer (CHO) with a focus on:

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

These activities have been planned and coordinated by Council's Incident Control Group (ICG) which was established to liaise with the State Control Centre, Department of Health and Human Services (DHHS) and Emergency Management Victoria. The group incorporates the Community Response Team (CRT), supporting the community to support itself, and

the Business Continuity Team that ensures that business operations and services adapt and evolve in line with constraints brought about by varying restrictions levels.

This well planned and coordinated approach has placed Council in a position to quickly respond to State Government announcements and CHO directions.

Council has continued to keep the community informed with updates and changes across several platforms including our website, monthly Bulletin, newsletters and social media, keeping residents up-to-date about current situations and emerging local issues whilst also promoting important health information to the community.

In addition to providing direct support to residents, the Community Response Team secured funding from the Department of Health and Human Services (DHHS) to implement the Community Connector program. This program enables the CRT to connect vulnerable community members with local community support agencies.

Council staff have also worked directly with local businesses to provide guidance and support.

Council also proposed a 10% waiver of rates to all ratepayers (businesses, residential, investment) to provide relief and support during a period of insecurity for many. We also offered deferral of rates without interest until June 2021 and waived fees and charges until that time.

### » Glen Waverley Activity Centre projects on hold

Several projects in the Glen Waverley Activity Centre have been delayed whilst the Suburban Rail Loop Authority (SRLA) undertakes investigation works for its preferred station locations in Monash.

The Glen Waverley Activity Centre is one of the locations earmarked for a Suburban Rail Loop (SRL) station and Council had three inter-related projects within this Activity Centre that could be affected by the eventual preferred station location and associated works.

- » The detailed design for a mixed use multi-level car park at 31-39 Montclair Avenue
- » The Kingsway Streetscape Renewal works including a widening of the footpaths on each side of the road (the design for which was planned to commence following completion of the mixed use multi-level carpark)
- » The marketing and sale of Council-owned properties at 14 Bogong Avenue and 155 Coleman Parade, Glen Waverley.

It was decided that until the SRLA made its decision on the preferred location for the SRL station in Glen Waverley, any further planning and work on the Council projects would be put on hold.

The mixed use multi-deck carpark was set to provide a minimum of approximately 1,000 car park spaces including 499 new spaces for the Glen Waverley Activity Centre. The removal of 99 car parks from the kerbside of Kingsway, which were to be provided in the new car park, was also planned.

### » Search for a new community based Kindergarten service provider

In June 2020, after an extensive process, the Department of Education and Training (DET) announced that Ballarat YMCA would be the new provider for 18 community based kindergartens in Monash from 2021.

Council, working alongside the DET, embarked on the search for a new Early Years Management (EYM) provider in November 2019 after the current provider bestchance advised it would move out of EYM in the City of Monash from the commencement of kindergarten in 2021.

Council's only involvement in the 18 kindergartens is operating the central enrolment process and providing the buildings to the provider for the service at a peppercorn rental. The operation of the service, employment of staff and financial management all sits with the EYM provider.





» **Dumped rubbish**

Like many other municipalities we have areas where dumped rubbish is an issue and we are working proactively with the community to address this through education, inspections and failing those measures, fines.

In 2019/20 Council received 2,487 requests regarding dumped rubbish on Council land from the community, which were all actioned.

In Clayton in particular there has been a focus on preventing the dumping of rubbish by sending letters to all residents and working directly with the local community, visiting tenants to provide information material to them. Clayton has a high student population that are transient and this has prompted increased education in several languages other than English to inform residents about their responsibilities around their waste collection. We also engage with the property owners so that they are also aware of their responsibilities.

In early 2020 Council started a campaign in Clayton 'Clean Up or Pay Up' (started prior to the Coronavirus crisis) that was initiated following complaints about rubbish from the Clayton community who are proud of their neighbourhood and want to see everyone doing their bit to keep it clean and tidy. Some of the issues identified include dumping of waste, unsightly properties and contaminated or overflowing bins.

Residents and property owners who ignore the education and warnings provided face fines up to \$500. A trial litter enforcement officer visited Clayton streets weekly during February and March 2020, issuing 12 Notices to Comply, 14 requests for information and 19 infringements, relating to litter, dumped rubbish, bins left out and overflowing bins. The program was put on hold due to COVID-19 restrictions.

» **Illegal removal of trees**

The issue of the illegal removal of trees on private property is of concern to the community who want to see Monash retain its "garden city" reputation.

Trees are important to our community and Council will pursue multiple forms of enforcement when it finds people doing the wrong thing. The community's help is critical and anyone with concerns about trees or developers who may be removing vegetation without a required permit should contact Council.

In August 2019 Monash Council successfully prosecuted an owner over the illegal poisoning of 10 significant trees at a property in Wheelers Hill.

Following a complaint from a concerned resident, Council officers undertook an in depth investigation testing the 10 trees for poisonous substances. Laboratory results found the material taken from the trees to contain glyphosate commonly known as 'Roundup', a weed and grass killer.

The owner appeared at Dandenong Magistrates' Court and pleaded guilty to all 10 charges.

The Court fined the owner of the property a total of \$60,000. There was no conviction recorded. The owner was also ordered to pay Council costs of \$4,701.60.



» **Homelessness and social housing**

In November 2019 Monash initiated a forum into the issues of homelessness in the region, inviting Councils from Melbourne's east and south east to discuss developing a regional local government Charter that will present a unified Council voice on the urgent need for more social housing to end homelessness. In Victoria, 44,152 households are waiting for social housing. In the south east and east Melbourne, 32% of Victorians are experiencing homelessness and 40% of people on the social housing waiting list live in this region. The 13 eastern and south eastern Councils represent more than 2M residents. Councils are often the first responders to people in the community at-risk of or experiencing homelessness and provide outreach support to assist community members to navigate the available housing and community support services.

The draft Charter will be submitted to each of the 13 Councils for endorsement later in 2020.

» **Domestic pools and spa registrations**

On 1 December 2019, the State Government introduced new laws to improve the safety around barriers and fencing. This requires all owners of existing permanent and/or relocatable swimming pools and spas to register their pool/spa with Council.

To comply with these new regulations Council introduced an online registration process.

Following registration, owners are required to engage a registered building surveyor or building inspector to inspect and certify the compliance of their safety barrier every four years.

Due to COVID-19 the State Government extended the deadline for registrations from 1 June 2020 to 1 November 2020.

## Looking ahead to 2020/21

- » The opening of the \$25.4M Oakleigh Recreation Centre, which has five new indoor basketball courts, gymnasium upgrade and conversion of the existing stadium to a state level gymnastics facility for the Waverley Gymnastics Centre
- » A \$2.4M proposal to improve eight outdoor netball courts at Waverley Women's Sports Centre. Detailed design is already complete. Council's contribution to the project is \$397,000 and the State Government, through Sport and Recreation Victoria, has committed \$2M
- » The construction of the \$4.5M Integrated Wellington Child and Family Hub, at the site of the Wellington Kindergarten, Mulgrave. This major development will provide significantly enhanced early childhood and maternal health facilities, including purpose built outdoor facilities for kindergarten education, consulting and community rooms and will increase capacity for kinder enrolments. The State Government is contributing \$1M in grants towards the project. Construction will begin in 2021
- » The construction of the \$2.05M multi-sports pavilion at Brentwood Reserve, Glen Waverley including female-friendly facilities. The State Government is contributing \$500,000 towards the project, which is expected to be completed in early 2021
- » Detailed design to upgrade open space at Cambridge Street Reserve, Oakleigh, including a playground upgrade and enhanced landscaping, planting and nature play. Council received a Department of Environment, Land, Water and Planning (DELWP) Pocket Park grant of \$700,000 for this project
- » The Glen Waverley Civic Precinct feasibility study to explore design for a Glen Waverley Library that is modern and incorporates contemporary technology, creative spaces and learning spaces and the provision of public open space. Following a tender process, ARM Architecture was awarded the contract in April 2020 for the detailed design of a reimagined precinct



## Services Provided in 2019/20

Council collected \$125.594M in rates and charges in 2019/20.

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

Governance & Administration	<b>\$1.67</b>
Property Maintenance & Insurance	<b>\$1.80</b>
Aged & Disability Services	<b>\$5.03</b>
Children, Youth & Family Services	<b>\$6.73</b>
Libraries, Arts & Culture	<b>\$5.33</b>
Recreation & Aquatic Centres	<b>\$21.43</b>
Waste Collection, Street & Public Facilities Cleaning	<b>\$14.21</b>
Planning & Building Permits, Economic & Urban Development	<b>\$4.83</b>
Local Laws, School Crossings & Food Inspections	<b>\$4.73</b>
Engineering & Traffic Management	<b>\$5.24</b>
Buildings, Roads, Footpaths & Drainage	<b>\$18.07</b>
Parks & Sports Grounds Maintenance	<b>\$10.93</b>

**\$100.00**

# CEO'S Message

**This past year has been like no other we've ever known or could have even imagined.**

The COVID-19 virus has forced us all to change the way we live and work. Everyone has been impacted by this unprecedented public health crisis whether it has been the loss of employment, forced closure of a business, not being able to see family and friends or participate in social activities.

The business of delivering our services had to change to cope with this new normal of social distancing and staying home more.



I couldn't be prouder of the way our staff has risen to the challenge - we quickly moved to delivering some services online, like the popular library storytimes, and our flexible playgroups created resources for families to stay connected and engaged. Our Social Inclusion team has made sure some of our most vulnerable older community members have regular contact with staff and are engaged through newsletters and activity packs. We have continued to deliver our essential services like waste, immunisations, and our Meals on Wheels service to our older residents and kept our Customer Service counters open for as long as we could, so we could continue to help you in person.

These are just a few of the outstanding examples of the support and services to our community.

Our \$63.4M Capital Works Program continued to deliver improvements to core services like footpaths and lighting, in line with community expectation and to our recreation facilities, which we are looking forward to seeing the community enjoy again.

An important piece of work we started this year, prior to COVID-19, was leading other councils from Melbourne's east

and south east to develop a regional Local Government Charter to present a unified Council voice on the urgent need for more social housing to end homelessness. This is advocacy I am incredibly proud of and is even more important now due to the COVID-19 crisis. Everyone deserves a roof over their head and a place to feel safe.

Amid all this, the community has told us how we are doing and I couldn't be more pleased with the feedback. Council recorded a score of 75 of a possible 100 in the 2020 Community Satisfaction Survey - our highest ever score. Thank you to all who took the time to give us your feedback, it is enormously helpful.

During these challenging times, I am proud to lead an organisation that continues to place the community it serves at the heart of everything it does and continues to deliver, despite the many challenges.

Andi Diamond  
CEO

Due to the election period (22 September to 24 October) there is no Mayor's message in this report.

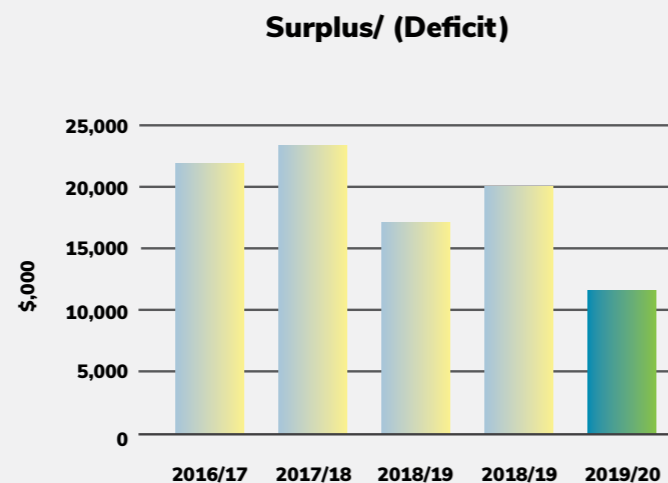


# FINANCIAL Summary

**Council has returned an operating surplus of \$11.28M, an increase of \$8.68M from the 2018/19 result of \$19.96M. We maintained a debt free status and a positive Working Capital Ratio at 190%.**

## Operating Position

Council's comprehensive result of \$12.34M is an increase on the previous year's deficit result of \$133M. This result includes other comprehensive income of \$1.06M related to the revaluation of building and art works. Council's 2019/20 operating surplus of \$11.28M (before the revaluation increment) is \$2.04M better than the budgeted position of \$9.24M.



## Highlights and Variances

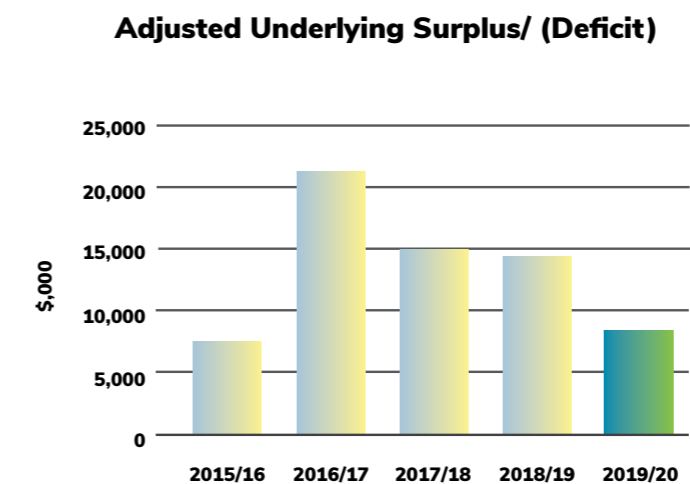
The major highlights/variances include additional budget revenues and savings of:

### Additional cash revenues:

- » Higher than anticipated Public Open Space contributions (\$4.65M)
- » Operating grants are higher than budget due to the advance receipt of (\$2.22M) from the Financial Assistance Grant funding allocation for 2020/21.
- » Capital grants favourable variance than budget is mainly due to the advance payment of the 2020/21 Financial Assistance Grant funding allocation (\$0.64M).

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

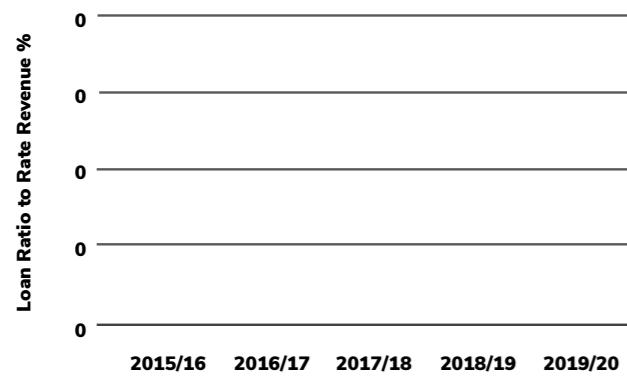
- » These favorable income variances are partially offset by reductions in user fees (\$5.3M), mainly due to the impact of the Coronavirus pandemic that has resulted in the closure of Council's three Aquatic & Leisure centres (\$3.57M), Recreation facilities (\$0.37M) and service charges at Council's child care centre (\$0.61M). However this was supplemented by additional grant funding as the Federal Government was providing additional child care relief during the pandemic. User fees also dropped due to the cessation of the family day care service from January 2020 (\$0.34M) and lower than budgeted income received at the Waste Transfer & Recycling Station (\$0.21M).



The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a surplus of \$8.3M.

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

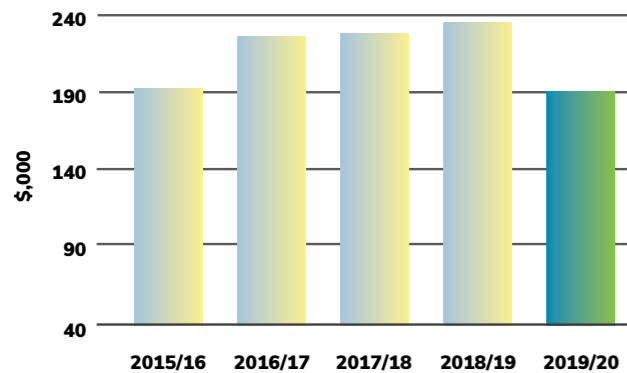
### Loans & Borrowings to Rate Revenue Ratio



### Liquidity

Our cash position has reduced from a funds balance of \$101M in 2018/19 to \$87M in 2019/20, this is mainly due to significant cash investment in the Capital Works Program. Council has also maintained a positive Working Capital Ratio (WCR) at 190%, which exceeds Council's long term target of maintaining 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)

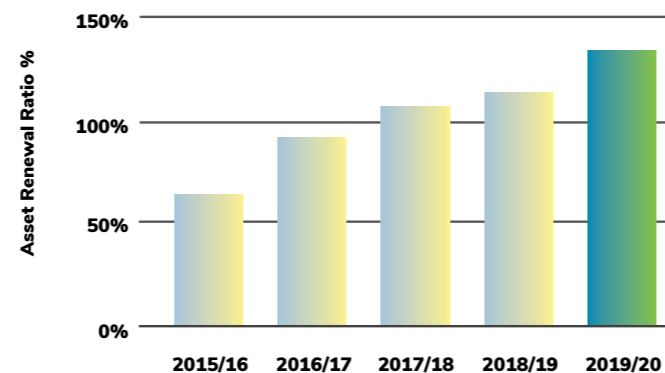


### Obligations

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 \$52.6M in renewal and upgrade works during the 2019/20 year.

Council's asset renewal ratio, which is measured by comparing asset renewal expenditure to depreciation, was 128% 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



“ COUNCIL'S KEY STRATEGIES INCLUDE THE MAINTENANCE AND ENHANCEMENT OF EXISTING SERVICE LEVELS. ”

### Stability and Efficiency

In 2019/20, 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 2.5% (the Rate Cap) was budgeted as forecast in Council's Strategic Resource Plan. Council received \$124.1M from general rate revenue which included \$0.896M 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.

Council's actual average rate per residential assessment of \$1,444 compares favourably to councils in the metropolitan area. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 65.5% for the 2019/20 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 2019/20 spending \$63.4M to deliver new and improved infrastructure across the city. This compared with \$41.6M spent in 2018/19.**

A major part of the budget reflects the \$25.4M redevelopment of Oakleigh Recreation Centre that will transform the existing centre into an outstanding integrated multi-purpose sports precinct, featuring five new indoor basketball 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.

The Capital Works Budget in 2019/20 responded to community feedback about the need to continue expanding and improving infrastructure that is well utilised by our community and improving core assets of roads, drains and footpaths.

## The overall program in Capital Works 2019/20 included:

\$33.7M	for building works
\$10.6M	for plant and equipment (including \$5.6M for computers and telecommunications, and \$3M for plant and fleet renewal)
\$4.4M	for road work
\$5.6M	for footpath and cycleways renewal
\$2.1M	for drainage
\$3.2M	for recreational, leisure and community facilities
\$3M	for parks, open spaces and streetscapes
\$821,000	for minor spends (other infrastructure, waste management, bridges and land improvements).



## Below is a snapshot of the projects undertaken:

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

- » Road reconstruction and renewal, including completion of Atherton Road, Oakleigh with \$2.5M spent in 2019/20 (\$4.4M total project cost over three years)
- » \$5.6M on renewal of Council's footpaths in keeping with community expectations
- » \$1.8M for the renewal and upgrade of Council's stormwater infrastructure (including local drainage, wetlands and water sensitive urban design assets)
- » Implementing Council's Street Tree Strategy (\$245,000)

### Community infrastructure

- » \$15.7M for construction of the Oakleigh Recreation and Waverley Gymnastics Centre, including external funding of \$1.1M
- » \$2.5M for construction of spaces for Monash Youth Services and Wavecare at the Euneva carpark level one
- » Commence construction of the Caloola Reserve Multi Sport Pavilion \$900K (in addition to carry forward funding of \$2.6M)
- » Parks, open space and streetscapes (\$3M) includes play spaces at Evelyn Street Reserve Clayton (\$200K), Electra Reserve Ashwood (\$300K), Melissa Street Mount Waverley (\$200K) and a sensory playspace at Wellesley Drive Glen Waverley (\$200K)
- » \$1.2M to improve the playing field at Princes Highway Reserve West Oval
- » \$280,000 to renew the surface of the existing high jump and long jump areas at the Central Reserve Athletics Track, Glen Waverley
- » Upgrade to the public toilets at Glen Waverley Library (\$141,000) in line with current design and accessibility standards.

## MAJOR Projects



## MAJOR Achievements

### Oakleigh Recreation Centre

Work progressed on the \$25.4M centre including the construction of five new indoor basketball courts, gymnasium upgrade and conversion of the existing stadium to a state level gymnastics facility for the Waverley Gymnastics Centre. The centre is expected to open in late 2020.

### Great new space for Monash Youth Services

A new space for Monash youth opened on level one of the Euneva car park. Co-located with counselling and support service Wavecare, the \$2.5M hub is a central point for these important services in the heart of Glen Waverley.

The new youth hub includes a chill out space with a drop down screen for movies and info sessions, an outdoor terrace, kitchen, office space and private support and consulting rooms. The design of the space had input from young people.

We also consulted with the Glen Waverley Traders Association and users of Wavecare and Link Health and Community to ensure the facility met everyone's needs.

### Introducing food waste recycling

Work was undertaken during 2019/20 for the introduction of food waste recycling in Monash. This service was planned for introduction in June 2020 but was delayed by a month to start in July 2020. Preparation included the production of benchtop food waste caddies, design of a comprehensive information booklet and related communications, as well as green waste bin audits. In May 2020 a flyer was sent to all households with a green waste bin to introduce them to the exciting new service. Unfortunately community information sessions in places like libraries and schools planned for the lead up to the introduction of the service were unable to proceed due to COVID-19 restrictions.

### Princes Highway Reserve West sportsground redevelopment

Works were completed on the \$1.2M redevelopment of Princes Highway Reserve West sportsground in June 2020. The works significantly improved the sportsground surface quality and drainage, with the installation of the drought resistant turf and a highly-efficient irrigation system.

### Council's response to climate change

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

A draft Zero Net Carbon Action Plan (Action Plan) will be prepared to guide Council actions to meet its carbon neutral commitment by 2025 and presented to Council at its August 2020 meeting.

### Household recycling contract secured

Amid turbulence in the industry, the receipt of household recycling in Monash was locked-in for three years (to April 2023) after Council secured its contract with provider Visy Recycling.

Approximately 14,300 tonnes of recycling are collected from Monash's household recycling service each year. Solo Resource Recovery continues to collect our kerbside bins, including recycling that will be delivered to Visy's facility in Springvale.

### Amendment C125 Part 2 approved

After much consideration Amendment C125 Part 2 was approved by the Minister for Planning in November 2019.

This final part of C125 introduces the General Residential Zone – Schedule 3 to Monash. This zone is now the substantive zone that applies across the broader suburban areas of Monash where there is emphasis on garden character in new development. Whilst the zone itself does not change, there are changes to the development standards to give greater support for garden character settings, including an increase in the rear setback to five metres, provision or retention of at least one canopy tree per dwelling. These siting changes apply to single dwellings as well.

The amendment also introduces updates to local policy and new neighbourhood character objectives, application requirements and decision guidelines that place greater and clearer emphasis on garden character.

## Precinct and structure plans

Council adopted a Precinct Plan for the Clayton Activity Centre that will create a new identity and sense of place for this significant employment, research and residential precinct. The Precinct Plan, adopted at the January 2020 Council meeting, sets out a major transformative, long term vision to revitalise and grow Clayton.

Council also adopted a Precinct Plan for the Huntingdale Activity Centre that identifies it as a key area for growth of business and employment. The Precinct Plan was adopted at the March 2020 Council meeting, and sets a transformative long term vision that outlines opportunities to revitalise Huntingdale and immediately surrounding areas.

Also endorsed by Council and released for community feedback was a draft Structure Plan for the Mount Waverley Activity Centre that outlines the future directions for the centre to help it maintain its village feel, while accommodating some future growth and change. The consultation period for community feedback was undertaken through February and March 2020. In response to the community engagement some minor changes were proposed to the draft Structure Plan and it is due to be considered by Council for adoption.

## 100,000 customers served at Waste Transfer Station

The Waste Transfer Station served more than 100,000 customers in 2019/20. In 2018/19 a total of 87,987 were served.

With this increased patronage the Sustainable Monash and Infrastructure teams collaborated to reduce the congestion at the exit gate. A new exit gate within the green waste was opened to enable customers depositing green waste or cardboard to exit through this area, preventing additional vehicles transiting through the busy general waste and recycling areas. There was increased use of the facility during the first COVID-19 lockdown as people took the opportunity to do a clean out of their homes.

## Better Business Approvals

Permits for local businesses in Monash are faster now through the Better Approval Process, cutting business permit processing times.

The project was introduced following a Victorian Government small business review highlighting that one of the significant hurdles for business success was the cost of the time taken to secure the relevant permits.

A cross-council team at Monash completed the review, designed and implemented new systems and processes utilising technologies to provide a single online application form, and specialist customer service through a Business Application Officer.

## Wellesley Reserve sensory playspace

A unique playspace, the first of its kind in Monash, opened at Wellesley Reserve (Glen Waverley) in early 2020. The new gardens, artwork and play items were installed to support the existing play pieces. The new equipment adds a sensory play experience that is designed to engage children with additional needs.

New items included accessible pathways with varying artworks and textures, sound sculptures, funny mirror and seated spinner. The design of the playspace by Council's City Design team, with input from the community, was an inviting and playful environment full of sensory design elements, inspired by the existing elements of the site.

## Leading the way to address homelessness

Council led the initiation and coordination of the Regional Local Government Homelessness & Social Housing Charter 2020 achieving the support of 13 CEOs (east and south east Councils). The Charter was determined following a forum in late 2019, hosted by Monash Council and comprising Local Government CEOs, senior staff, housing providers, peak bodies and State Government. The 13 Councils have been meeting to develop the Charter, which will be presented to Monash Council at its July 2020 meeting. A campaign is planned for August 2020, once all Councils have had the opportunity to consider and endorse the Charter.

## MGA: the Australian Home of Photography turns 30

MGA: the Australian Home of Photography in Wheelers Hill turned 30 in 2020. In celebration of the 30th anniversary, MGA commissioned four leading Australian artists to explore the City of Monash by responding to key issues facing the community – a reflection of the city as a microcosm of the nation.

Over the past 30 years MGA has developed one of Australia's most important cultural assets — the only public collection solely dedicated to Australian photography. A special publication *View Finding* was commissioned to mark this milestone and looks at the past, present and future of photography in Australia through moments that have defined MGA, its collection and exhibition history.

While the gallery was closed due to COVID-19, more than 1,000 items from its collection were made available for people to explore online. In addition a virtual gallery tour and online education and engagement programs are providing digital access to the community so they can connect with arts and culture online.





# SUSTAINABILITY

## Initiatives

### Monash commits to net zero emissions by 2025

Monash Council has committed to achieving net zero emissions by 2025 as part of a raft of actions to tackle climate change. Council will prioritise funding for key projects to reduce corporate emissions that also represent an attractive return on investment to the Long Term Financial Plan to achieve the 2025 target.

### Environmental Upgrade Agreements

In May 2020 Council confirmed its fifth Environmental Upgrade agreement (EUA), with another Monash business (in Notting Hill) committing to install 98kW of Solar. Five businesses have been able to invest in nearly \$2.65million in sustainability initiatives over the two years the EUAs have been in place, including 1.462mW in solar panels, reducing greenhouse gas emissions and overhead costs for businesses, especially in these challenging times.

### Food waste recycling

Preparations for the introduction of food waste recycling in the green waste bin were underway throughout 2019/20, with the service start date of July 2020. Things like fruit and vegetables, meat, fish and bones, coffee grounds, eggs and dairy, bread, rice, pasta and paper towels can be recycled.

Council also hired a Zero Waste Champion to lead community education on the new service and sustainability initiatives in general. While much of the planned face to face community information sessions had to be cancelled due to COVID-19, the team used other methods to get the message out to the community that food and green waste now go together in Monash.

### Conserving our native bushland

Valley Reserve and Damper Creek Reserve were designated conservation reserves by Monash Council in February 2020 in recognition of their unique standing as highly valued remnant vegetation areas.

The designation formally recognised the areas as significant examples of relatively undisturbed native bushland in Monash. Under the designation, the reserves were Valley Conservation Reserve and Damper Creek Conservation Reserve. Signage will be installed to reflect this change and conservation management plans will be put in place.

### War on E-waste Q&A

On 21 August 2019, with the support of Sustainability Victoria and Monash University, Council hosted an engaging Q&A session with Craig Reucassel (host of the ABC's popular War on Waste series), Paul Barton (Director Business Support, Environmental Sustainability, Monash University) and Danielle Prentice (Coordinator Waste Operations) with questions from the audience and Twitter using #monashwaronewaste. The tickets were free and 1,150 people registered to attend.



### Green Shoots: Nature is Open for Business - Native bees hotel and seeds kits and other home-based activities during COVID-19

While we adapted to staying at home more under COVID-19 restrictions, our Sustainability Team produced kits for over 650 households so that they could grow native plants and build bee hotels to attract native bees and other wildlife. Our community planting and family nature events were put on hold in 2020 but through these kits and information on Council's website, Bulletin and email newsletters, and through social media, the team detailed ways for residents to still be involved in habitat improvement and nature activities from home.

### Green Shoots: Bush Kinders

Council's Bush Kinder spaces took shape in early 2020 with the relocation of tree trunks and some rocks into Brandon Park and Fregon Reserves. The tree trunks were repurposed to create some inviting nature play spaces for children. Brandon Park, Kanooka and Monash Vale Children's Centres run Bush Kinder programs in these reserves. Our Bush Kinder spaces are part of Council's Green Shoots program, which encourages residents of Monash to interact with nature, improve biodiversity and enjoy the outdoor environment. The project attracted grants and sponsorship to support completion.

### Waste management guidelines for multi-unit developments

We developed waste management guidelines for multi-unit developments (MUDs) to ensure that residents of MUDs are not disadvantaged in their access to recycling options, including food waste recycling.

With the introduction of our food waste in the green waste bin service in July 2020, the guidelines stipulate that food waste recycling must be included in any new MUD, even if a private service is required.

### Melbourne Water Living Rivers Grant

Council was successful in obtaining a Melbourne Water Living Rivers grant to fund a Water Sensitive Urban Design (WSUD) Officer for two years. The position will embed WSUD into Council projects, build WSUD capacity internally and with developers, support community education, ensure better water use to support our trees, green spaces and urban cooling, and implement some of the recommendations of the Water Feasibility Study.

# ADVOCACY Campaigns



## Back Our Businesses - Shop Local

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

## World AIDS Day

The Monash Civic Centre and Euneva Car Park were lit red on 1 December to commemorate World AIDS Day and show our support for people living with HIV in our community.

## Together for Respect at Home

Council supported the Together for Respect at Home social media campaign, championing messages of respect, gender equity and prevention of violence against women, especially important during COVID-19. In particular, the campaign highlighted support services operating during COVID-19, including alternative ways to make contact, such as webchat or an email back service to protect those reporting violent behaviour.

## BikeSpot 2020

Council joined the road safety advocacy project BikeSpot 2020 survey, an initiative of the cycling safety charity Amy Gillett Foundation and CrowdSpot, a digital crowd-sourcing map project. The project was aimed at improving safety and stress levels for cyclists across Victoria, through their own experiences and insights. The previous BikeSpot survey was in 2016.

## Elder Abuse awareness

Council recognised World Elder Abuse Awareness Day on 15 June and in the lead-up by sharing information about elder abuse in newsletters, the Monash Bulletin and online focusing on how to safeguard the rights, dignity and independence of older people.

Due to the COVID-19 emergency, events including education workshops and a morning tea couldn't proceed however the Civic Centre was lit up purple for a week to raise awareness of the issue, which advocacy groups including Senior Rights Victoria feared could be a hidden impact of the Coronavirus for older vulnerable people.

## 16 Days of Activism Against Gender-Based Violence

Council joined 16 Days of Activism, a global campaign to raise awareness about violence against women and its impact on a woman's physical, psychological, social wellbeing and economic security. The campaign was shared on social media over the 16 days and the project Inner East Faith Leaders Unite for Safety and Respect, led by Monash Council, involved working directly with representatives of the Inner Eastern Interfaith Networks (IEIN) to increase Gender Equity action and education on faith environments.

## International Youth Bookmark Exchange

Monash Public Library Service participated in the International Youth Bookmark Exchange at the invitation of Guangzhou Library in China.

The competition's theme in 2019 of "Reading and Walking" highlighted the importance of both pursuits as a way to improve health and wellbeing and understanding and exploring the world.

There were 66 entries from young people aged five to 18 years old with 20 nominated entries being forwarded to Guangzhou Library for international judging.

Monash Public Library Service was the only library in Australia to participate in the event alongside Guangzhou Library (China), Los Angeles County Public Library (USA), Lyon Library (France), National Foreign Language Library and Yekaterinburg Mayor Library (Russia).



# SUPPORTING LOCAL JOBS

# ENGAGING WITH *Our Community*

## Listening Posts

Until COVID-19 restrictions were introduced in Victoria in March 2020 Councillors and senior officers held regular listening posts in the community, both on weekdays and on weekends to meet residents and discuss any issues and concerns they have.

In 2019/20 we held six listening posts. Due to COVID-19 the last listening post was held in March 2020 and we were not able to continue with those we had planned.

## Snap, Send, Solve

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

A total of 4,328 incidents were reported via the app between July 2019 and the end of June 2020. They included abandoned cars, damaged drains, parking issues, graffiti on Council property, footpath and road faults, dumped rubbish and overgrown vegetation on shared trails or nature strips and missing bins.

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

## Webchat

In early 2019, Council introduced a Webchat service for residents to interact with customer service staff online which has proved popular. Council responded to 6,560 interactions through Webchat from July 2019 to the end of June 2020.

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 and was particularly useful given the COVID-19 situation where the community was urged to stay at home as much as possible.

## Concierge Service during COVID-19

To adhere to the social distancing measures as outlined by the State Government and maintain our walk-in customer service, Council implemented a concierge service in March 2020 at our Civic Centre and Oakleigh Service Centre.

When people visited our Customer Service Centres they were greeted by a Concierge (Council staff filled this role on a two-hourly rotating roster) who assisted them with their request. Visitors were asked to stay behind barriers and Council limited each transaction with staff to a maximum 15 minutes. While COVID-19 social distancing remains in place, we encourage people to seek our assistance by phone, email, video conference and online, however we understand this is not possible for all people and that maintaining face to face customer service is vital to some of our community members.

From March 2020 to 30 June 2020 Council responded to 3,240 in-person interactions assisted by the concierge service.

## Language Aides

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

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

Language Aide staff help customers communicate with a Council officer, understand a letter or form they have received or provide instructions or directions. Staff assisted people across 27 different areas of Council for a total of 12,230 minutes between July 2019 and 30 June 2020.

## Live streaming Council meetings

Council continues to live stream its monthly meetings so people can watch online or catch up on archived meetings at their convenience. 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.

Livestreaming became particularly important in 2020 as COVID-19 social distancing restrictions meant meetings were closed to members of the public, to ensure health and safety.

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.

We had 1,271 live views and 2,563 views of archived meetings in 2019/20. This compared with 1,105 unique views of live streamed meetings and 1,367 unique views of the archive file in 2018/19.

It cost Council \$15,120 to provide the service for 2019/20.

## Customer Service Guarantee

Council's Customer Service Guarantee reinforces our commitment to provide excellent customer service to our community. In 2018/19 the Customer Service Guarantee key performance indicators (KPIs) were reviewed.

This new set of KPIs will supplement the mandatory Local Government Performance Reporting Framework (LGPRF) by assisting us in monitoring our services to ensure that we deliver effective and efficient services with limited resources. Also these additional KPIs will provide comprehensive performance information that meet the needs of a number of stakeholders and help management and Council to make informed strategic decisions.

A set of 36 Service Indicators have now been developed, approximately 10 KPIs have been redefined and carried over from the former Customer Service Guarantee. This list will continue to increase over time. The new set of KPIs will be reported on the same timeframe as the Local Government Performance Reporting Framework (LGPRF), i.e. half yearly and annually.

### The KPIs developed are for services within the following areas:

- » Corporate Administration and Customer Service
- » Communications
- » Children, Youth and Family Services
- » Monash Gallery of Art
- » Community Support and Libraries
- » Active Monash
- » Engineering
- » Sustainable Monash
- » Capital Works
- » Strategic Asset Management
- » Horticultural Services.

## 2019/20 Customer Service Guarantee Results

Service/Indicator	Results 2019/20		Comments
	Target	Actual	
<b>Customer Service</b>			
<p><b>Telephone calls answered within the required timeframe</b></p> <p>Defined as the percentage of telephone calls answered by Customer Service staff within the required timeframe of 30 seconds.</p> <p>( Number of telephone calls answered within 30 seconds/Total number of telephone calls answered)*100</p>	90%	<b>94.12%</b>	Telephone calls answered within the required timeframe well exceeded the 90% target for the year.
<p><b>Letters responded to within the required timeframe</b></p> <p>Defined as the percentage of incoming letters received via central mail responded to within the required time of 10 days.</p> <p>(Number of letters responded to within 10 working days/Total number of letters responded to)*100</p>	100%	<b>94.74%</b>	The figures are on track given the COVID-19 working environment March 2020 - June 2020 and ongoing.
<p><b>Emails responded to within required timeframe</b></p> <p>Defined as the percentage of incoming emails addressed to (mail@monash.vic.gov.au ) responded to within the required time of 10 days.</p> <p>(Number of emails responded to within 10 working days/Total number of emails responded to)*100</p>	100%	<b>94.18%</b>	The figures are on track given the COVID-19 working environment March 2020 - June 2020 and ongoing.
<b>Communications</b>			
<p><b>Number of events/opportunities for community feedback provided by Council</b></p> <p>Defined as the number of public consultation opportunities provided by Council. Consultation is defined as seeking feedback.</p>	50	<b>21</b>	Due to COVID-19 restrictions between March and June 2020 public consultations were cancelled. Online consultations through our website and through other online platforms were undertaken.
<p><b>Community participation in consultation events and opportunities provided by Council</b></p> <p>Defined as the number of people who participated in consultation events/ responded to consultation opportunities provided by Council per household.</p> <p>(Number of participants and respondents/ Number of households)</p>	N/A	<b>0.16</b>	Due to COVID-19 restrictions between March and June 2020 public consultations were cancelled. Online consultations through our website and through other online platforms were undertaken.

Service/Indicator	Results 2019/20		Comments
	Target	Actual	
<b>Communications</b>			
<p><b>Community consultation reports completed</b></p> <p>Defined as the percentage of consultation reports completed and published.</p> <p>(Number of summary consultation reports completed and published on specific issues/ topics/ Number of consultations conducted)*100</p>	75%	<b>14.29%</b>	Many reports are still being prepared. Within the next months, six more reports will be completed, bringing figure to 38% completed & published. This is still short of target, highlighting the need for more departments to adopt this new policy requirement / quality measure. And aiming to complete stand-alone summary reports within six weeks of close of the consultation.
<p><b>Newsletters published for public communication</b></p> <p>Defined as the number of Monash newsletters published (electronic and hard copy) by all Departments - to communicate general or specific matters, per household.</p> <p>(Number of newsletter published/Number of household)</p>	N/A	<b>0.00215</b>	During the COVID-19 restrictions publications of newsletters have mainly been published online. All 11 issues of the monthly Monash Bulletin were published and delivered in hard copy to Monash households.
<p><b>Website hits</b></p> <p>Defined as the number of Monash website hits per head of municipal population.</p> <p>(Number of website hits/Municipal population)</p>	N/A	<b>6.89</b>	No data available for previous years. However we expect the number of hits to increase.
<b>Children, Youth and Family Services</b>			
<p><b>Utilisation of Brine Street Child Care Centre</b></p> <p>Defined as the percentage of effective fulltime places utilised at Brine Street Child Care Centre.</p> <p>(Number of effective fulltime child care places utilised/Number of effective fulltime child care places available)*100</p>	97%	<b>89.91%</b>	COVID-19 impacted existing and potentially new enrolments. A few families cancelled care while others dropped days.
<p><b>Cost of the Brine Street Child Care Centre</b></p> <p>Defined as the direct cost less any income received of providing care at Brine Street Child Care Centre per utilised place. Excludes corporate overhead costs</p> <p>(Total direct cost of service less any income received/Number of effective fulltime child care places utilised)</p>	\$5.00	<b>\$5.43</b>	For the 2019/20 12 month reporting period Brine Street Child Care Centre recorded \$5.43 gross surplus per utilised place. The result has exceeded the target.

Service/Indicator	Results 2019/20		Comments
	Target	Actual	
<b>Children, Youth and Family Services</b>			
<b>User satisfaction with Brine Street Child Care Centre</b> Defined as the user satisfaction rating with how Council has performed on the delivery of Brine Street Child Care Centre services.	85%	<b>89.16%</b>	Satisfaction Survey conducted in April/May 2020. Ninety families were invited to participate in the Annual Survey via Survey Monkey. Parents were notified of the survey via email and 39 responses were received (44%). The survey was open for 16 days. 100% of families said they would recommend Brine Street.
<b>Monash Gallery of Art (MGA)</b>			
<b>Participation of the Monash Gallery of Art</b> Defined as the number of visits to the Monash Gallery of Art including café and RAMP gallery and 30% of Atrium Gallery attendees per head of municipal population. (Number of visits to the Monash Gallery of Art, RAMP gallery and Café + 30% of all attendees to the site to view the Atrium Gallery/Municipal population)	N/A	<b>0.52</b>	Due to COVID-19 MGA closed the gallery from the end of March 2020, and reopened late in June 2020 with timed ticketed bookings for 20 people at a time. This has impacted visitation significantly. MGA has pivoted towards online engagement with a microsite for the exhibition which includes a virtual tour.
<b>Visitor satisfaction with Monash Gallery of Art, the Australian home of photography</b> Defined as the visitor engagement rating across 8 dimensions that measures quality and impact (Excellence, Rigour, Meaning, Relevance, Heritage, Captivation, Local Impact) of Monash Gallery of Art exhibitions and programing.	75%	<b>74%</b>	MGA tracks quality and impact of programming across 8 dimensions. These help us track whether the impact and quality of programming. Respondents rank across each dimension from strongly disagree, neutral or strongly agree. Therefore we hope to achieve midway between neutral and strongly agree for each exhibition = 75% annual target.  Quarter 3 & 4 MGA's programs continues to receive between 71% - 77% satisfaction levels across its programs. MGA closed to the public in March due to COVID-19 and therefore visitor surveys were unable to be collected during the 4 <sup>th</sup> quarter.

Service/Indicator	Results 2019/20		Comments
	Target	Actual	
<b>Community Support and Libraries</b>			
<b>Utilisation of home care services</b> Defined as the achievement percentage against the funded Commonwealth CHSP service targets. (Units delivered either Hours of Service or Meals during period/Commonwealth Government CHSP Grant Agreement target)*100	100%	<b>72.72%</b>	Due to COVID-19 many clients suspended their home support service.
<b>Community Support</b>			
<b>Programs delivered</b> Defined as number of Council run events for PALs and number of attendees. (Number of attendees at Council Events/ Number of Council Events)	N/A	<b>35.35</b>	During the COVID-19 pandemic this result has been affected. Future reporting periods will give us more realistic results and expectations.
<b>Programs delivered with volunteer assistance</b> Defined as the number of Volunteers assistance per opportunity. (Number of Volunteers opportunities across Council/ Number of Volunteers across Council).	N/A	<b>12.24</b>	During the COVID-19 pandemic volunteer assistance has been minimal. The vast majority of volunteers are in the older age group which places them in the high risk category. As some services were required to close as a result of the COVID-19 restrictions, Council staff were therefore available to undertake the duties of volunteers.
<b>Libraries</b>			
<b>Utilisation of Monash Public Library Service</b> Defined as total number of user transactions per head of municipal population. (Total number of loans, eresource downloads, PC & Wi-Fi sessions, and event attendances/ Municipal population)	N/A	<b>8.34</b>	There were reduced transactions during March to June 2020 due to the COVID-19 pandemic.
<b>Number of library events and programs</b> Defined as total number of library events and programs.	2,500	<b>2,170</b>	Target was not achieved for 2019/20 due to disrupted face-to-face program between March and June 2020 relating to the COVID-19 pandemic.
<b>Community satisfaction with library service</b> Defined as the community satisfaction rating out 100 with how council has performed in the provision of library services.	85	<b>87</b>	Well above target, with community satisfaction level of 87 point which is at a high level.

Service/Indicator	Results 2019/20		Comments
	Target	Actual	
<b>Active Monash</b>			
<b>Number of clubs allocated access to sports grounds</b> Defined as the number of clubs that access Council's sports grounds. (Number of clubs that access sports grounds/ Total number of sports grounds)	0.75	<b>0.79</b>	Target achieved. Club use of sportsground interrupted by COVID-19. No formal use from late March to June 2020.
<b>Number of teams allocated access to sports grounds</b> Defined as the number of sports teams that access Council's sports ground. (Number of teams accessing sports grounds/Total number of sports grounds)	6.00	<b>6.11</b>	Target achieved. However, team activity restricted by COVID-19. No formal use of sportsgrounds occurred between late March and June 2020.
<b>Number of hours sports grounds are allocated to sports clubs (% of use)</b> Defined as the percentage of hours sports grounds are allocated. (Total number of hours available at sports allocated compared to total available hours/Number of hours sports grounds are grounds) *100	100%	<b>166.65%</b>	Overuse of sports ground due to capacity of grounds to accommodate demand in the first half of the year. Actual use from January to June 2020 less than allocated due to COVID-19 restrictions.
<b>Number of hours pavilions are allocated to sports clubs (% of use)</b> Defined as the percentage of hours pavilions are allocated to sports clubs compared to the total hours available. (Number of hours pavilions are allocated to sports clubs/Total available hours at pavilions)*100	65%	<b>68.34%</b>	Although target was achieved, use was impacted by COVID-19.
<b>Engineering</b>			
<b>Community satisfaction with the provision of parking facilities in Monash</b> Defined as the community satisfaction rating out 100 with the provision of parking facilities in Monash to tend upwards.	70	<b>72</b>	Increased community satisfaction in the provision of parking facilities in Monash – 72 points or up by 4.3 (2020 Annual Community Satisfaction Survey). Survey was conducted during the lockdown for COVID-19 and parking demands were low in high parking pressure spots such as activity centres and railway stations.

Service/Indicator	Results 2019/20		Comments
	Target	Actual	
<b>Engineering</b>			
<b>Community satisfaction with local traffic management in Monash</b> Defined as the community satisfaction rating out 100 with local traffic management in Monash to remain higher than the metropolitan benchmark.	69	<b>74</b>	Increased community satisfaction with local traffic management - 74 point (2020 Annual Community Satisfaction Survey). This is higher than the 2019 metropolitan Melbourne average of 67 points. Survey was conducted during the lockdown for COVID-19 and traffic demands were lower than during normalised traffic conditions.
<b>Bicycle usage in Monash</b> Defined as the average number of cyclist movements across the annual Super Tuesday bicycle count sites.	N/A	<b>70.7</b>	70.7 cyclist movements/site (source: 2020 Super Tuesday counts). The Gardiners Creek Trail experienced the highest traffic volume across the sites during the count. Surveys were conducted during stage three lockdown restrictions found that recreational activity on shared paths has increased. This increase is due predominantly to more people riding bicycles.
<b>Sustainable Monash</b>			
<b>Overfull street litter bins reports responded to within the required timeframe</b> Defined as the percentage reports responded to within 2 hours of receiving the report on overfull litter bins. This applies during business hours, 7.30am to 4pm, Monday to Friday. (Number of overfull street bin reports responded to within 2 hours/total number of overfull bin reports responded to)*100	100%	<b>90%</b>	Overfull bins continue to be collected within target. Some reports came in late in the day and therefore were not attended until the next day.

Service/Indicator	Results 2019/20		Comments
	Target	Actual	
<b>Sustainable Monash</b>			
<p><b>Litter and dumped waste reports investigated within required timeframe.</b></p> <p>Defined as the percentage of reports investigated within 1 working day of receiving the report on litter and dumped waste on public land. This applies during business hours, 7.30am to 4pm, Monday to Friday. (Number of litter and dumped waste reports investigated within 1 day/Total number of litter and dumped waste reports investigated)*100</p>	100%	<b>97%</b>	97% of all dumped rubbish requests were investigated or attended within 1 day. There was a total of 1,535, 1,488 were investigated within service standard. Some that came in late in the day were not given to operations staff until the next day and thus missed the 1 day target. This is reasonable and any urgent matters were attended.
<b>Capital Works</b>			
<p><b>M2 of footpath renewed</b></p> <p>Defined as the number of M2 of footpath renewed annually</p>	30,000	<b>40,063</b>	The M2 of footpath renewal was well above the 30,000 M2 target.
<b>Strategic Asset Management</b>			
<p><b>Removal of offensive graffiti</b></p> <p>Percentage of offensive graffiti reports completed within the service standard. Measure only applies during business hours 7.30am to 4pm Monday to Friday. (Number of offensive graffiti reports received during business hours completed within service standard/Total number of offensive graffiti reports received during business hours)*100</p>	100%	<b>93.02%</b>	Target not achieved. A total of 43 offensive graffiti reports were received, 40 were completed within the service standard. Further improvements have been implemented to close out reports in a more timely manner.
<p><b>Assessment of footpath tripping hazards</b></p> <p>Percentage of footpath tripping hazard reports assessed within the service standards detailed in the Monash Road Management Plan. This measure includes vertical displacements on high, medium and low sensitivity paths and vertical displacements beside a path adjacent to a Council asset. (Number of footpath tripping hazard reports assessed within service standard/Total number of footpath tripping hazard reports assessed)*100</p>	90%	<b>84.06%</b>	Target not achieved. A total of 502 reports were received, all hazards were assessed, however only 422 were assessed within the service standard. Further improvements, including upgrading our asset management system, have been implemented to close out reports in a more timely manner.

Service/Indicator	Results 2019/20		Comments
	Target	Actual	
<b>Strategic Asset Management</b>			
<p><b>Assessment of road potholes</b></p> <p>Percentage of pothole reports on roads assessed within the service standards detailed in the Monash Road Management Plan. This measure includes defects reported on the trafficable lanes and on-road cycle lanes. (Number of pothole reports assessed within the service standards/Total number of pothole reports assessed)*100</p>	90%	<b>88.05%</b>	Target not achieved. A total of 385 reports were received, all reports were assessed, however only 339 were assessed within the service standard. Further improvements required to close out reports in a more timely manner.
<b>Horticulture</b>			
<p><b>Number of replacement street trees planted</b></p> <p>Defined as the number of replacement street trees planted.</p>	1,000	<b>2,494</b>	Street tree replacement has been successful in 2019/20 with the annual target exceeded by 1,494. This has been in direct response to reduction in canopy coverage % and the recorded loss of Council trees across the municipality.
<p><b>Number of street trees removed</b></p> <p>Defined as the number of street trees removed.</p>	N/A	<b>1,934</b>	The removals all align with Council's criteria for removal, i.e. due to dead, dying, or dangerous trees.
<p><b>Number of trees, shrubs and groundcovers planted</b></p> <p>Defined as the number of trees, shrubs and groundcovers planted in reserves.</p>	70,000	<b>126,315</b>	Result well above target. This includes; 10,903 trees, 26,526 shrubs and 88,886 ground covers. Planting has occurred across all open space areas with a particular focus on the re-vegetation of Council's 43 bushland reserves. A variety of Capital Works projects have also contributed to this result including play space upgrades and civil works such as traffic management devices.
<p><b>Number of trees removed in reserves</b></p> <p>Defined as the number of trees removed in reserves.</p>	N/A	<b>603</b>	The majority of these trees removed have resulted from a proactive inspection program which aims to monitor the health and condition of trees in areas the community use on a regular basis.



## Satisfying our community

Council's annual Community Satisfaction Survey began in March 2020 as a doorknock survey just prior to the first COVID-19 lockdown.

The survey was postponed during lockdown and recommenced in May 2020 as a telephone survey, with final results provided in late June. The research was again undertaken by independent research company Metropolis Research Pty Ltd, with 800 randomly selected residents aged 15 years and over. The survey sample reflects the cultural and linguistic diversity of our community with 44% of respondents speaking a language other than English at home. Council recorded an overall satisfaction score of 75, our highest result ever.

**High scores were also achieved for community satisfaction with Council's governance and leadership, averaging a score of 73 for five key aspects:**

- » Maintaining trust and confidence of the local community (74)
- » Community engagement and consultation (73)
- » Making decisions in the interest of the community (73)
- » Responsiveness to local community needs (73)
- » Representation, lobbying and advocacy on behalf of community (73).

Each of these aspects rated significantly above the Melbourne metropolitan benchmark.

The survey also asks about satisfaction with, and the importance of 29 specific Council services and facilities. The highest community satisfaction across these areas continues to be with our local libraries and library services (86), our rubbish collection (88), green waste collection (87), recycling service (86), the Waste Transfer Station (83) and sporting ovals and outdoor sport facilities (81).

A number of issues were identified as needing attention but several reported less significant scores of dissatisfaction compared with the previous year. **The issues identified by residents as needing attention in Monash are:**

- » Car parking, including commuter parking (which is a State Government issue)
- » Traffic management
- » Building, planning and development
- » Street trees
- » Street lighting.

In this year's survey, Council also asked three COVID-19 related questions relating to how households were coping with the impacts of the pandemic and how it is was affecting them financially, and from a mental health and wellbeing perspective. On average, respondent households were relatively positive in terms of how well they felt they were coping with the impacts of COVID-19. These results were taken shortly after the first period of lockdown.

# Community Consultations 2019

## July **Waverley Women's Sport Centre**

Council asked the community their ideas about the Waverley Women's Sport Centre site in Wheelers Hill. Council has been exploring ways to increase women's participation in sport and enhance the appeal, community use and functionality of the precinct.

## **Draft Precinct Plans for Clayton and Huntingdale**

Council sought community feedback on Draft Precinct Plans for Clayton and Huntingdale. The plans look at improved transport, boosting employment, innovation and residential areas and the creation of a new identity and sense of place for each precinct. The consultation was open until late September 2019.

## August **Playgrounds and Playspaces in Monash**

Council asked the community on the best ways to improve playgrounds in Monash, considering their play needs, both now and into the future. The feedback would help inform Council's new Playground and Playspace Strategy.

## **Amendment C148: Update to the Public Open Space Contribution Rates**

Submissions were invited on the Amendment C148: Update to the Public Open Space Contribution Rates, which proposes to update the public open space contribution rates for all subdivisions of three lots or more.

## **Draft Notting Hill and Mulgrave Community Strengthening Plans**

Ideas were sought about the draft Notting Hill and Mulgrave Community Strengthening Plans, which are lists of ideas and projects for Council to work on to improve living in these areas.

## September **Alcohol Harm Community Survey**

In conjunction with the Monash Kingston Drug and Alcohol Action Team (MKDAAT), Council asked the community its thoughts via an online survey on what constitutes risky drinking, what harms you perceive and what preventative actions can be implemented.

## October **Monash Tennis Discussion Paper**

Feedback was sought on the Tennis in Monash Discussion Paper. This Discussion Paper considered issues and opportunities as identified by clubs, Tennis Victoria and Council officers following a community forum earlier in 2019.

## November **Sustainable water use at Council**

As part of future planning, Council looked into its water use and how that could be more efficiently used across the municipality. The community was asked about their ideas for more sustainable water usage.



**February Upgrades to playspaces**

Council sought feedback on upgrades to playspaces in Danien Street Reserve, Glen Waverley, Capital Reserve, Glen Waverley, Madison Court Reserve (Bayview Park), Mount Waverley, Wilma Avenue Reserve, Mulgrave and Whitehaven Crescent Reserve, Mulgrave.

**Vision for Huntingdale**

Council sought further feedback on the draft Precinct Plan for Huntingdale and to meet with landowners to discuss the best way of encouraging the future development and rejuvenation of this area with a focus on employment consistent with the principles of the structure plan.

**Mulgrave Library proposed upgrade**

The community was asked about their thoughts on the possible expansion of Mulgrave Library to meet its growing needs and provide opportunities for people in the local community to meet and connect. The library is located in the Wellington Reserve Community Centre, Mackie Road, Mulgrave.

**Loneliness in the community**

Council undertook several consultation activities both in-person and online to develop the draft Loneliness Framework. This framework will serve as the approach to addressing loneliness in the community with a series of recommendations to contribute to improving overall community wellbeing and social connections in Monash..

**March Mount Waverley Activity Centre Draft Structure Plan**

Council sought community feedback on the draft Structure Plan for the Mount Waverley Activity Centre. The plan outlines the future directions for the Centre to help it maintain its village feel, while accommodating some future growth and change.

**Public Health Approach to Gambling Policy Survey**

Monash has a long history of advocating on the harm caused by poker machines and asked the community about what they wanted to see from a gambling policy being developed by Council.

**Monash Cultural Precinct Survey**

Council asked for feedback on how people engage in arts and cultural activities and what they value most about visiting cultural facilities as part of a feasibility study to consider improvements for MGA, with funding support from the Victorian State Government.

**May Monash Football Discussion Paper**

Feedback was sought on the Football in Monash Discussion Paper. This Discussion Paper considered issues and opportunities as identified by clubs, Football Victoria and Council officers following a community forum.

**June Sports Club Development Framework**

Council asked for feedback on its draft Active Monash Sports Club Development Framework to ensure the framework benefits all. This included club development, subsidies and the benefits and incentives to clubs that met the accreditation process.

**Draft Playground and Playspace Strategy**

Feedback was sought on Council's draft playground and playspace strategy - an aspirational document that sets out a vision for a broad range of high quality, creative play opportunities for different age groups and abilities.



# 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 2019, we received 27 nominations in the eight award categories.

Deborah Upstill won the overall Sir John Monash Award for Outstanding Leadership and the Volunteer of the Year category. Deborah has selflessly contributed through volunteer roles at various organisations over the past 25 years, usually taking on multiple activities at a time. One of her many volunteer roles is with Monash's Meals on Wheels service where she's helped since 1997.

The 2019 winners are listed below:

- » Multicultural Champion: Dr Hui Yang
- » Active Monash: Stephen Ilett
- » Outstanding Advocate of People with Disabilities: Nicky Surie
- » Sustainability Leadership: Ian Moodie
- » Youth Leadership Award: Anirudh Prakash
- » Volunteer of the Year: Deborah Upstill
- » Inspirational Women's Leadership: Chrissy Dunienville
- » Positive Ageing Leadership: Val Murray.



## Projects building community capacity

### COVID-19 Community Response Team

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

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

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

### Community Ambassadors

We welcomed 10 Community Ambassadors as part of the Hello Neighbour project. Our ambassadors, representing cultures from Greece, China, Egypt, Italy, Saudi Arabia, India and Sudan help Council with advice about finding more opportunities to promote social cohesion, community harmony and feelings of belonging for our diverse city.

### Monash Youth Committee

The Monash Youth Committee is made up of people aged 15-25 who discuss ideas and promote positive initiatives to benefit their fellow young people who live in the municipality. One of the group's projects was developing welcome packs for refugee and newly arrived migrant young people who live in the City of Monash and distributed through South East Community Links. Items in the pack include a Monash Community Directory, school materials, Vegemite and a hand written card welcoming each person to the community.

### Mental Health First Aid training

Specialist youth and teen mental health first aid training was rolled out across Monash in 2019/20 thanks to a \$200,000 Pick My Project grant the previous year from the State Government.

The joint initiative of Monash Youth Services and the Rotary Club of Glen Waverley supports youth wellbeing across the municipality. The training gives adults who have contact with young people including teachers, coaches and parents the skills to identify the signs of poor mental health, open up communication around these concerns and support the young person to access appropriate professional help.

Mental health first aid training specifically for teenagers was also provided so they can better support their peers when needed.

### Inner East Faith Leaders Unite for Safety and Respect

The Inner East Faith Leaders Unite for Safety and Respect forum involved some Eastern suburbs Councils, led by Monash Council working directly with representatives of the Inner East Interfaith Networks (IEIN) to increase Gender Equity action and education on faith environments.

### Intersectionality workshop for Advisory Committees

In October 2019 members of Council's Advisory Committees came together for a focus on exploring Intersectionality as a Council. It was an opportunity for the six different advisory committees to meet each other, hear the amazing achievements of each committee, increase their understanding of intersectionality and explore a shared topic bringing all of their lived experiences and expertise together.



“ MONASH COUNCIL FUNDED MORE THAN \$2.5M IN COMMUNITY GRANTS TO GROUPS AND ORGANISATIONS WITHIN MONASH IN 2019/20. ”

### Cultural Awareness and Say No to Racism workshops

In June 2020, 23 representatives from local sports clubs and community organisations participated in Cultural Awareness and Say No to Racism training. These workshops were facilitated online and provided participants with practical actions which can assist their clubs and organisations to be more inclusive and to welcome more diversity in their membership.

### Student Space

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

The content for each newsletter is selected and written by children, and most of the decisions regarding the look and feel of the bulletin are made by the committee of students that oversee the publication of each newsletter.

### Young Women's Leadership Program 2020

The Young Women's Leadership Program for 2020 ran for 10 weeks via Zoom to be inclusive to our young people during COVID-19. The 2020 participants join the 120 graduates who have completed the program since 2016.


## Community Grants

Monash Council funded more than \$2.5M in community grants to groups and organisations within Monash in 2019/20.

Council provided cash and in-kind funding (including hall hire or printing) to 206 organisations and services who met the funding criteria. Of these 92 were new applicants with 114 recurrent groups.

These included 11 Specialist Services organisations, six neighbourhood houses and 97 Positive Ageing groups.

To find out more about the recipients of the Community Grants in 2019/20 visit:

 [www.monash.vic.gov.au/files/assets/public/about-us/awards-amp-grants/community-grants/2019-20-monash-community-grants-allocations.pdf](http://www.monash.vic.gov.au/files/assets/public/about-us/awards-amp-grants/community-grants/2019-20-monash-community-grants-allocations.pdf)



# CALENDAR Of Events 2019

## July

- » National Tree Day planting at Fairway Reserve, Mount Waverley
- » NAIDOC Week celebrations including a Welcome to Country, Aboriginal Flag Raising Ceremony, a traditional didgeridoo performance and a free Bush Tucker BBQ
- » NAIDOC Week Art Workshops and Indigenous themed storytimes at Monash libraries
- » NAIDOC Week Art Exhibition at The Track Gallery
- » Winter Concert Series – All Day Fritz and Kutcha Edwards
- » Creating your own native garden workshop with the Bushland crew
- » WordFest – festival including author talks, workshops and competitions.

## August

- » Linking up the Skink habitat planting event in Oakleigh
- » War on e-Waste with Craig Reucassel
- » Winter Concert Series - Motor City Sounds
- » So you've discovered a Chinese ancestor talk with Dr Sophie Couchman, member of the Chinese Australian Family Historians of Victoria

## September

- » Traditional Chinese Painting exhibition and art workshops by Wenxin Academy at The Track Gallery, Mount Waverley as part of Moon Festival celebrations
- » The Nightingale movie screening at Glen Waverley Library as part of Moon Festival celebrations
- » Sustainable House Day at Wellington Reserve Community Centre
- » Monash Youth Film Festival
- » Artist Talk: Bill Henson and Monash Gallery of Art The Glen Shopping Centre

## October

- » Community Safety Month with activities organised by Council with other organisations including Victoria Police, Ambulance Victoria, Metropolitan Fire Brigade and South East Volunteers
- » Children's Week special playgroup session at Cabena Child and Family Centre
- » Monash Senior's Festival featuring an exciting program of events for older residents
- » Fun in the Park and Family Expo, Jells Park and Waverley Women's Sports Centre, Wheelers Hill

- » Monash Women's Business Network Lunch with World Vision Australia CEO, Claire Rogers
- » The Resilience Project seminar delivered specifically to sports clubs to provide them with evidence-based and practical strategies to build resilience and happiness
- » Monash Community Arts Expo, showcasing local artists and art groups based in Monash and offering free workshops

## November

- » Monash Places of Worship Open Day
- » Active Monash Month offering local residents free sport and recreation opportunities
- » Family Fun Day at Batesford Reserve in Chadstone
- » Bowness Photography Prize showcasing excellence in photography at the Monash Gallery of Art
- » War on Waste Transfer Station Tour

## December

- » Monash Carols by Candlelight
- » Gardens for Wildlife workshop
- » Monash Mini Maker Faire

## January

- » Australia Day celebrations
- » Summer Reading Club for children at Monash libraries
- » Active Abilities Kids group exercise classes held at Monash Aquatic and Recreation Centre

## February

- » Clayton Festival
- » Monash Open Studios Exhibition
- » Portrait of Monash: the ties that bind exhibition in celebration of Monash Gallery of Art's 30th anniversary

## March

- » Clean up Australia Day activities across Monash
- » International Women's Day with Clare Bowditch (delivered online due to COVID-19 pandemic)

## April

- » Free online Arts and Culture classes and workshops
- » Young Women's Leadership Program (delivered online due to COVID-19 pandemic)

## May

- » Free online Arts and Culture classes and workshops
- » Sorry Day and National Reconciliation Week acknowledgement (delivered online due to COVID-19 pandemic)
- » Quadrilingual National Simultaneous Storytime (delivered online due to COVID-19 pandemic)

## June

- » Free online Arts and Culture classes and workshops

- » Virtual Valley Reserve Tour with Elder Ian Hunter as part of National Reconciliation Week (delivered online due to COVID-19 pandemic)
- » Men's Health Week event with former AFL player Tom Boyd (delivered online due to COVID-19 pandemic)
- » Cultural Awareness and Say No To Racism Training Program (delivered online due to COVID-19 pandemic)
- » Launch of MGA's 30th anniversary publication

# 2020



# COUNCIL AWARDS, *Grants and Funding*

## Paintback program

The Monash Waste Transfer Station is the top collection point in Australia for paint to be recycled under the popular industry-led program Paintback.

In 2019/20 346,053kg of paint delivered to the Transfer Station's collection point in Notting Hill was responsibly recycled.

It is the fourth consecutive year the Transfer Station has collected the highest volume of paint in Australia.

## Monash in Top 10 for used printer cartridge returns

In a Top 10 of participating Councils across Australia, Monash had the second highest number of returns of used printer cartridges to its Cartridges 4 Planet Ark collection points.

There were 7,646 used printer cartridges dropped off to the Planet Ark collection boxes located at Civic Centre, the IBIS building, Waste Transfer Station and Clayton Community Centre in the 12 months up to 31 March 2020.

## Mobile Muster

Monash Council is the top recycler of mobile phones in Victoria under the Mobile Muster program.

Through community donations Council contributed 323kg of mobile phone components in the 12 months to April 2020 through Mobile Muster collection points at the Civic Centre (Glen Waverley), Waste Transfer and Recycling Station (Notting Hill), Wheelers Hill Library, Glen Waverley Library, Clayton Library and Mount Waverley Library.

## Grants and Funding

Here are some of the grants and funding Council received in 2019/20:

- » \$2M towards upgrading the Mulgrave Reserve pavilion, including extra female and umpire change rooms, a refurbished kitchen and canteen area, more storage, a new community meeting room and external toilets
- » \$1M grant from the State Government for the scope, plan and design of an Integrated Child & Family Hub at Wellington Kindergarten, Mulgrave
- » \$400,000 grant from the State Government through the Community Support Fund for the Monash Gallery of Art/Cultural Precinct Feasibility Study
- » \$700,000 from the Department of Environment, Land, Water and Planning (DELWP) to upgrade open space at Cambridge Street Reserve, Oakleigh (to go towards detailed design in 2020/21 and construction in 2021/22)
- » \$180,000 from the State Government for Women's Sports Precinct Planning at Jells Park



- » \$178,000 grant from the Department of Health and Human Services (DHHS) Maternal Child Health Sleep and Settling program
- » \$25,000 from the Department of Justice to deliver Operation Counteract a safety project to be delivered in Clayton
- » \$60,000 Eastern Melbourne Primary Health Network (EMPHN) Immunisation Innovation Grant
- » \$34,338 grant from AFL Victoria for Wellington Reserve Sports Lighting update
- » \$40,000 Department of Education and Training Grant for an Early Years Infrastructure Study
- » \$806,000 grant from the Federal Government through its Local Road and Community Infrastructure Program to deliver road safety, traffic management and shared pathway improvements in 2020/21
- » \$321,000 from the Department of Transport to deliver cycling safety improvements along Waverley Road as part of Scotchmans Creek Trail Upgrade in 2020/21
- » \$100,000 from the Transport Accident Commission to deliver cycling safety improvements along Gardiner Road, Notting Hill in 2020/21
- » \$26,500 from the Transport Accident Commission to undertake the Waverley Rail Trail Study in 2020/21
- » \$26,180 from the Transport Accident Commission to implement solar LED speed signs near schools in 2020/21
- » \$30,000 Communities Environment Grant from the Federal Government for nest Boxes, new bird hide and Waverley bush kinder space
- » \$4,500 sponsorship from NAB for Brentwood Preschool Bush Kinder space
- » Melbourne Water Living Rivers grant to fund a Water Sensitive Urban Design (WSUD) Officer for two years.



# SECTION TWO

*Governance*



# COUNCILLORS

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

At Monash we place a strong emphasis on good governance and all of Council's decisions are made based on good governance principles and the needs of our community. We have appropriate policies and procedures in place to ensure we meet the legislative requirements of the Local Government Act 1989.

Councillors are democratically elected every four years in a general election in accordance with the Local Government Act 1989. The next election will be held in October 2020.

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

-  Oakleigh
-  Glen Waverley
-  Mount Waverley
-  Mulgrave

**The table below lists Monash Councillors who served in 2019/20, 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
Rebecca Paterson	Mount Waverley	22 October 2016
MT Pang Tsoi	Mount Waverley	22 October 2016
Josh Fergeus	Oakleigh	22 October 2016
Stuart James	Oakleigh	22 October 2016
Theo Zographos	Oakleigh	22 October 2016

# SPECIAL *Committee*

## Community Asset Committee

Under the Local Government Act 2020, Council transitioned the Monash Gallery of Art Special Committee and established a Community Asset Committee. Councillors Shane McCluskey and Josh Fergeus (who replaced Cr Brian Little) are the two Councillor Representatives. The Committee, which is referred to as the Committee of Management, has the following responsibilities:

**To oversee:**

- » The proper and efficient operation of the Monash Gallery of Art
- » The management of the collection, including acquisitions, preservation, access and engagement
- » Budget oversight and fundraising strategies.

# COUNCILLOR *Code Of Conduct*

**The Local Government Act 1989 required 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 2019/20, 31 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 (except during COVID-19 imposed restrictions).**

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 2019/20 were held at the Civic Centre, 293 Springvale Road, Glen Waverley. Due to COVID-19 social distancing requirements some Councillors attended meetings in May and June 2020 via video link. **They were held on:**

- » 30 July 2019
- » 27 August 2019
- » 24 September 2019
- » 22 October 2019 (Special Meeting)
- » 29 October 2019
- » 11 November 2019 (Special Meeting)
- » 26 November 2019
- » 10 December 2019
- » 28 January 2020
- » 25 February 2020
- » 24 March 2020 (Special Meeting)
- » 27 March 2020 (Special Meeting)
- » 31 March 2020
- » 28 April 2020
- » 26 May 2020
- » 9 June 2020
- » 30 June 2020

## Councillor attendances at Council meetings

Councillor	Ordinary Meetings of Council Attended	Special Meetings of Council Attended	Total attendances
Robert Davies	12	2	13
Josh Fergeus	13	1	14
Stuart James	12	4	16
Paul Klisaris	11	3	15
Geoff Lake	11	4	15
Brian Little	11	4	15
Shane McCluskey	11	4	15
Rebecca Paterson	7	1	8
MT Pang Tsoi	11	4	15
Lynnette Saloumi	11	4	15
Theo Zographos	11	1	12

Note: Councillor Rebecca Paterson had a leave of absence and maternity leave during 2019/20.



# 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 2018 to 30 November 2019 the Councillor annual allowance for the City of Monash (as defined by the Local Government Act 1989) was fixed at:

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

The Minister for Local Government approved an annual adjustment of 2.5% to take effect from 1 December 2019. Following this adjustment, the annual allowances for the City of Monash were:

- » \$31,444 per annum for the Councillor allowance
- » \$100,434 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 2019/20 financial year are set out in the table below:

## Expenses paid for:

COUNCILLOR	TRAVEL/ PARKING \$	CAR TRAVEL KMS	CHILD CARE \$	INFORMATION AND COMMUNICATION \$	CONFERENCES AND TRAINING \$	TOTAL \$
Robert Davies	0	0	0	0	2,752	2,752
Josh Fergeus	0	0	0	0	943.47	943.47
Stuart James	0	0	0	0	2,605.11	2,605.11
Geoff Lake	0	0	0	0	625	625
Brian Little	0	0	0	0	0	0
Paul Klisaris	0	0	0	0	0	0
Shane McCluskey	172	0	0	0	676.08	848.08
Rebecca Paterson	0	0	0	0	540.91	540.91
MT Pang Tsoi	0	0	0	0	400	400
Lynnette Saloumi	0	0	0	0	3,600.73	3,600.73
Theo Zographos	0	0	0	0	1,141.64	1,141.64

**Notes:** All expenses incurred for the provision of Conferences and Training relevant to the 2019/20 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 and performance reporting (internal and external)
- » Management of financial and other risks and the protection of Council assets
- » The effectiveness of Council's system of internal controls
- » The effectiveness of the internal and external audit functions
- » The provision of an effective means of communication between the external auditor, internal audit, management and the Council.

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

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

## Membership and Attendance

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

Councillor members are usually appointed in November each year after the Mayor has been elected and this may result in changes in Councillor member appointments during the reporting period of Council's Annual Report.

Name	Role	Member since	2019/20 Attendance	
Geoff Harry	Independent member (chair)	July 2014 (reappointed July 2017)	4 rostered	4 attended
Andrew Dix	Independent member	July 2019	4 rostered	4 attended
Katie Baldwin	Independent member	July 2017	4 rostered	4 attended
Geoff Lake	Councillor	November 2018	4 rostered	3 attended
Stuart James	Councillor (Mayor)	January 2019	3 rostered	2 attended
Shane McCluskey	Councillor	November 2018	1 rostered	1 attended
Rebecca Paterson	Councillor (Alternate member)	January 2018	4 rostered	1 attended

Council's Chief Executive Officer (Dr 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 attend all meetings.

## Remuneration

For the year ended 30 June 2019 the remuneration to the independent members for their role in the Audit & Risk Committee were as follows:

Name	
Geoff Harry	\$10,159.97
Andrew Dix	\$8,127.98
Katie Baldwin	\$8,127.98

## 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. A new Audit & Risk Committee Charter and the appointment of the committee members from 1 July 2020, was adopted by Council at the 28 April Council meeting to comply with the requirements of the new Local Government Act 2020.

## Key Activities

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

### Financial & Performance Reporting

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

## Risk Management

- » Consideration of regular reports on Council's risk profile and risk management activity, including Council's response to the COVID-19 challenges and the impact of the virus on Council's finances
- » Review of implementation of the new Enterprise Risk & Opportunity 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:

- » Review of the Committee Charter and reporting to Council on recommended improvements
- » Monitoring the impact of legislative change on the Committee's responsibilities
- » Assessment of the Committee's performance
- » 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 2019 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:

- » Community Grants
- » Financial Controls - Payroll
- » Tree Management
- » Child Safe Standards
- » Assurance Mapping
- » Capital Works Management.

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

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

## Internal Audit Service Provider

Council's internal auditor service providers, Crowe, commenced the first year of their three-year contract on 1 July 2019. They have undertaken a number of internal audit reviews in accordance with the three-year internal audit plan endorsed by the Committee and adopted by Council on 25 February 2020.

## 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*

**An independent review of Monash City Council's approach to insurance was undertaken in 2019 which provided confidence that the insurance portfolio matches the insurable risks faced by Council.**

It also identified some improvement opportunities which are dependent on market conditions.

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.



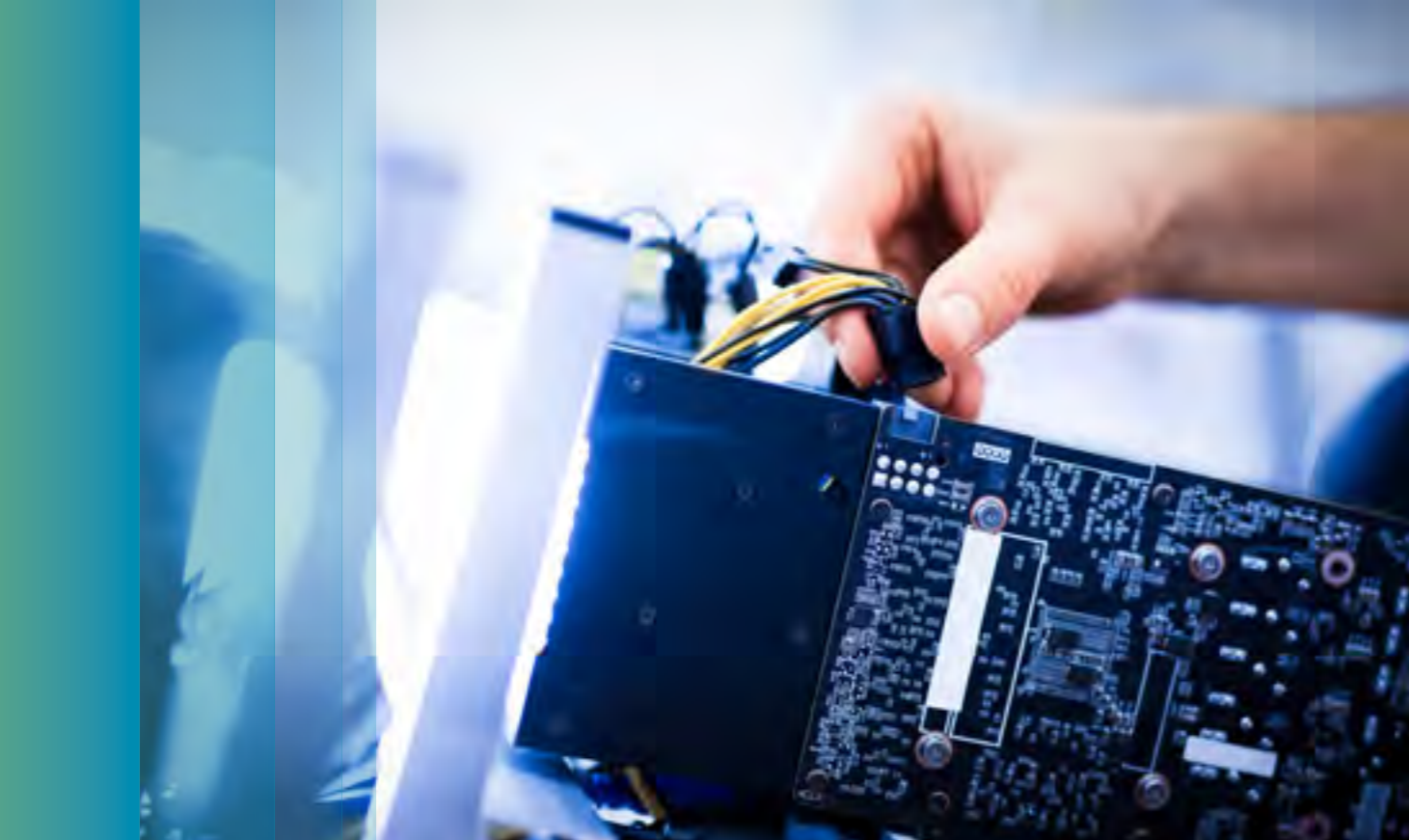
# ASSET *Management*

**Council has an extensive portfolio of assets which are valued at \$2.84 billion. This includes:**

- » \$2 billion of Council owned land and \$843M of assets at current valuation with a current replacement cost of \$1.58 billion
- » 358 buildings ranging from neighbourhood houses to community centres, sporting pavilions and the Civic Centre
- » 1,152 kilometres of underground pipes and 46,144 storm water pits
- » 137 playgrounds within reserves and 42 associated with Council owned preschools and community facilities
- » 70 sports grounds
- » 950 public lights over Council sporting grounds, reserves and car parks and Council is responsible for 10,300 streetlights on local roads and 3,600 shared responsibility streetlights on main roads
- » A pedestrian network of 1,550 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 323 registered vehicles.

**Projects completed in 2019/20 that support the delivery of the Asset Management Policy include:**

- » Reviewed the Asset Management Strategy and Stormwater Asset Management Plan
- » Data collection for open space infrastructure in preparation for developing an Open Space Asset Management Plan
- » Upgrades to Council's Asset Management Information System including tendering for system, re-implemented the current system resulting from the tender to move it to be hosted off-site, a major version upgrade, implemented business process changes and mobile computing to field staff for road and tree maintenance activities.



# BUSINESS Technology

**In 2019/20 Business Technology (BT) continued to deliver technology projects that benefit Monash staff and residents.**

There was an additional level of complexity added when due to COVID-19 the bulk of Council staff had to work from home for an extended period. Because of our investment in cloud infrastructure and a dark fibre networking solution we were able to ramp up services in a relatively short period of time so staff could effectively work remotely and continue to provide outstanding service to the community.

### Achievements for the year:

- » Upgrade to IP Telephony for all sites
- » Migration of servers to the Fujitsu Data Centre
- » Site connectivity upgrade to dark fibre
- » Internet link upgrade and provision of a second link for redundancy
- » Asset Management Information System (Confirm) upgrade and migration to a Cloud version
- » Provision of mobility solutions for Maternal and Child Health staff
- » Digitisation of numerous services e.g. new animal registration.

BT supports 1,400 users and 2,000 devices that include desktops, laptops, tablets and mobile phones. The department strives to provide outstanding customer support for staff whether they are on site or working remotely.

# 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)	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)	Scheduled Adoption 25 August 2020 in accordance with the State Government extension under section 126 of the Act.  Date of adoption: Draft Strategic Resource Plan: 30 June 2020 Final Adoption: 25 August 2020
<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)	Scheduled Adoption 25 August 2020 in accordance with the State Government extension under section 130 of the Act.  Date of adoption: Draft Budget: 30 June 2020 Final Adoption: 25 August 2020
<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: June 2019 Stormwater: 29 June 2004 Road: June 2019 Pathways: 1 June 2019 Playgrounds: 1 June 2006 Public Lighting: June 2019 Sports field Playing Surfaces and Spectator Facilities: 1 June 2007 (new plan being finalised) Structures: 14 March 2018 Plant and Equipment: 28 March 2018

Governance and Management Items	Assessment
<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
<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: 25 February 2020
<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: 30 May 2020
<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: 27 August 2019
<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 March 2020
<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: 25 February 2020
<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 2019
<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 October 2019

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: 28 October 2019, 31 January 2020, 23 April 2020 and 16 July 2020
<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: 26 November 2019, 25 February 2020, 26 May 2020 and 25 August 2020 (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: 3 December 2019 and 23 June 2020
<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: 3 March 2020 and 13 August 2020
<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: 29 October 2019
<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: 27 March 2020
<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.**



**Dr Andi Diamond**  
**Chief Executive Officer**  
**Dated: 14.08.20**



**Stuart James**  
**Mayor**  
**Dated: 14.08.20**

# 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.

\*Note opening hours and services may be altered due to COVID-19 restrictions



# TENDERS, CONTRACTS And Procurement

**In 2019/20,  
Council publically  
advertised 49  
tenders and  
ran 65 invited  
quotations  
and tenders  
in accordance  
with Council's  
Procurement  
Policy.**

## Collaboration

The Monash City Council was appointed as Agent on behalf of seven collaborating Councils (Banyule City Council, Boroondara City Council, Knox City Council, Nillumbik Shire Council, Manningham City Council, Whitehorse City Council and Yarra Ranges Shire Council) for a collaborative tender for Pavement and Line Marking Services. The process involved joint sharing of information to review best value options and to consider available volume discounts and other collaboration benefits.

Procurement also implemented a new purchasing card management system to further improve the reconciliation and approval process and also to remove the need for paper based forms.

## Procurement Compliance with Policy

All contracts entered by Council during the 2019/20 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 2019/20 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 now re-scheduled to 2020/21
- » 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 reserves to let people know that park patrols and animal registration checks were underway in addition to a reminder for dog owners to pick up dog excrement
- » The concept of creating a dedicated fenced dog off leash reserve was investigated with a report expected to be presented to Council in 2020/21.

# 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 2019/20, 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 Act 1982 and in summary as follows:

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

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

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

Further details of Freedom of Information are available at:

- [www.monash.vic.gov.au/freedom-of-information](http://www.monash.vic.gov.au/freedom-of-information)
- <https://ovic.vic.gov.au/freedom-of-information/what-is-freedom-of-information/>

## FRAUD AND *Corruption Control*

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

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

During 2019/20 Monash continued with half yearly reporting on fraud risks by all Coordinators, established fraud and corruption prevention as a standard item at the Audit and Risk Committee and further rolled out the online fraud and corruption awareness training module across the organisation. In addition, council sought feedback from staff as to their awareness and familiarity with Council's fraud and corruption management practices through an online survey.

The Fraud and Corruption Control Working Group was also established and has met several times during the year to self-assess Council's policies and controls against best practice in the industry.

# PUBLIC INTEREST *Disclosures*



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

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 2019/20, Council received 0 (zero) disclosures under the Public Interest Disclosures Act 2012.

# ROAD MANAGEMENT *Act Ministerial Direction*

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

No such ministerial directions were received by Council in the 2019/20 year.



# INFORMATION *Privacy*

**The Privacy and Data Protection Act 2014 commenced 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 override 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 a policy for the purpose of meeting its responsibilities under the legislation. This is 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	<p><b>The purposes of this Local Law are to:</b></p> <ul style="list-style-type: none"> <li>» Provide how the common seal of Council may be used</li> <li>» Provide who may authorise the use of the common seal</li> <li>» Delegate the power to authorise the use of the common seal</li> <li>» Prescribe who may witness the affixing of the common seal</li> <li>» Provide for the more efficient transaction of Council business</li> <li>» Provide for the peace, order and good government of the municipal district of Council</li> <li>» Provide for the administration of Council powers and functions.</li> </ul>
Community Amenity Local Law No.3	<p><b>The objectives of this Local Law are to:</b></p> <ul style="list-style-type: none"> <li>» Provide for the peace, order and good government of the municipal district</li> <li>» 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</li> <li>» 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</li> <li>» And to achieve these objectives by: <ul style="list-style-type: none"> <li>» 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</li> <li>» Providing standards and conditions for specified activities to protect the safety and the welfare of people within, and the environment of, the municipal district.</li> </ul> </li> </ul>
Prohibition on Smoking Local Law No.4	<p><b>The objectives of this Local Law are to:</b></p> <ul style="list-style-type: none"> <li>» Provide for the peace, order and good government of the municipal district</li> <li>» 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</li> <li>» To achieve these objectives by prohibiting smoking at specified events and in and around specified buildings.</li> </ul>



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 50% of our residents born overseas, well above the Greater Melbourne average. Our largest migrant population comes from China, India, Sri Lanka and Malaysia.

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

We are Victoria's largest employment destination outside of the CBD with more than 145,328 jobs offered by the 22,096 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 Cluster near Monash University's Clayton campus.

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

## HISTORY Of Monash

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

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

In 1853, the Parish of Mulgrave, as the area was then 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.

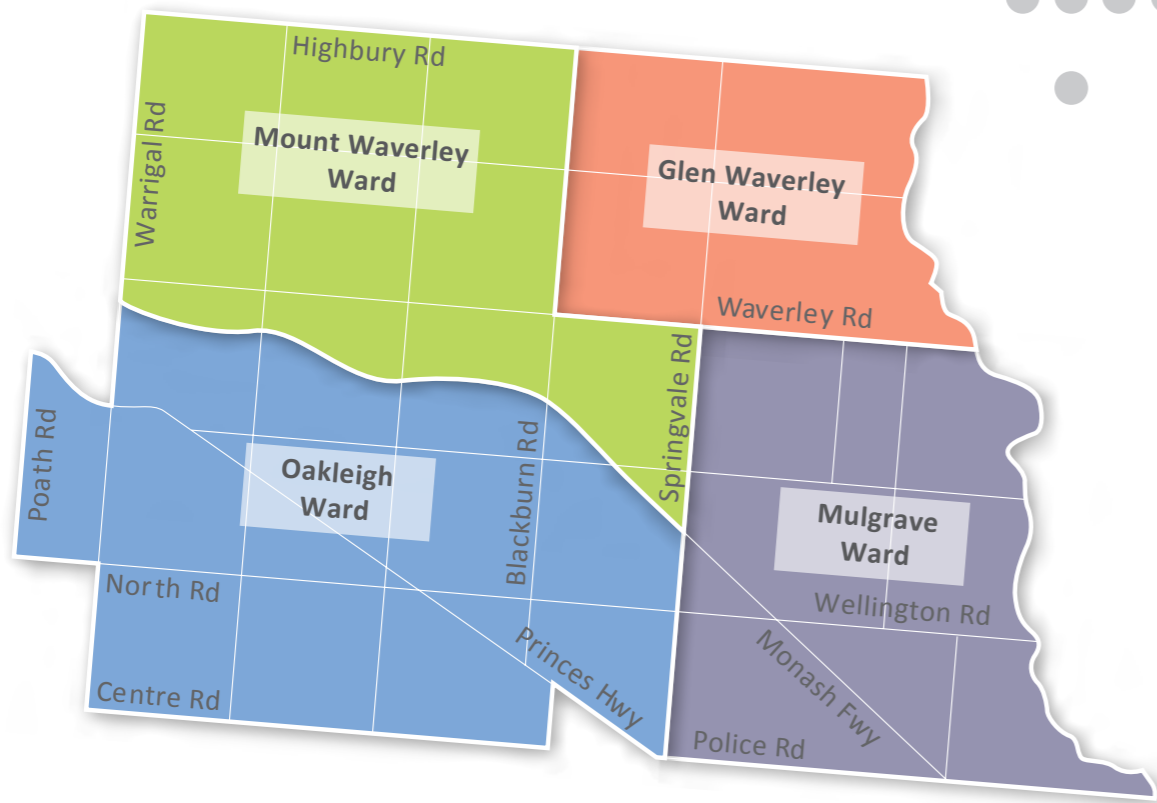
The electrification of the Oakleigh line in 1922 and the opening of the Darling to Glen Waverley (once known as Black Flat) line in 1930 further opened up housing developments and caused the gradual retreat of the market gardens.

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

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

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

# COUNCIL Offices



## Monash Civic Centre

📍 293 Springvale Road, Glen Waverley, 3150  
🕒 8.30am-5pm, Monday - Friday\*

☎ 9518 3555 National Relay Service (Hearing Impaired): ☎ 1800 555 660  
🌐 [www.monash.vic.gov.au](http://www.monash.vic.gov.au) 📧 Postal address: PO Box 1, Glen Waverley VIC 3150

## Oakleigh Service Centre

📍 3 Atherton Road, Oakleigh, 3166  
🕒 8.45am-5pm Monday - Friday\*

\*Operating hours varied slightly in 2020 due to COVID-19



# COUNCILLORS

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

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

Each year the Councillors vote for a Mayor and Deputy Mayor for the following 12 months. In November 2019, Cr Stuart James was elected Mayor and Cr MT Pang Tsoi was elected Deputy Mayor.

## Glen Waverley Ward

Cr Geoff Lake  
Cr Lynnette Saloumi

## Mulgrave Ward

Cr Robert Davies  
Cr Paul Klisaris  
Cr Shane McCluskey

## Mount Waverley Ward

Cr Brian Little  
Cr Rebecca Paterson  
Cr MT Pang Tsoi (Deputy Mayor)

## Oakleigh Ward


Cr Josh Fergeus  
Cr Stuart James (Mayor)  
Cr Theo Zographos




# ORGANISATION Structure

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


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



**Chief Executive Officer**  
Dr Andi Diamond




**Chief Operating Officer**  
Jarrod Doake



**Chief Financial Officer**  
Danny Wain




**Executive Manager Communications**  
Jo Robertson




**Executive Manager People and Culture**  
Leanne Wiebenga

**Director City Development**  
Peter Panagakos



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

**Director Community Services\***  
Russell Hopkins\*\*



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

**Director Infrastructure and Environment**  
Ossie Martinz



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

\* Department name changed from Community Development and Services in January 2020  
\*\* Director Community Services Julie Salomon resigned and finished her role in January 2020

## Monash Council Managers



\*Catherine Rinaudo became Manager in November 2019

\*\*and\*\*\* Community Support and Libraries Manager Simon Rose went on extended leave in January 2020.

\*\*\*\* Phil Williamson resigned in October 2019 Grant Lepan-Walker started in January 2020.

\*\*\*\*\* Newly created role. Dino De Melis started in May 2020.

# COUNCIL Staff

Below is a summary of the number of full time equivalent (FTE) employees categorised by employment and gender, as at 30 June 2020.

(Note: casual employees are not included in these figures, however temporary employees under the Working for Victoria Program are).

Band	Female FTE	Male FTE	Other	Total FTE
Band 1	2.62	0.96		3.58
Band 2	10.10	3.84		13.94
Band 3	70.01	83.61		153.62
Band 4	79.06	45.21		124.27
Band 5	65.87	47.30		113.17
Band 6	70.21	34.39	1.00	105.60
Band 7	35.22	22.80	1.00	59.02
Band 8	12.49	13.80		26.29
Band Not Applicable	56.95	61.02		117.97
<b>TOTAL</b>	<b>402.53</b>	<b>312.93</b>	<b>2.00</b>	<b>717.46</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 2020. (Note: casual employees are not included in these figures, however temporary employees under the Working for Victoria Program are).

	Executive	Corp Services	Infrastructure and Environment	Corporate Admin	City Development	Community Development and Services	Total
Permanent FT- Female	18.00	22.00	47.00	26.00	36.00	95.00	244.00
Permanent FT - Male	3.00	6.00	164.00	14.00	39.00	32.00	258.00
Temporary FT- Female	3.00		4.00	1.00	6.00	3.00	17.00
Temporary FT - Male	1.00	1.00	14.00	2.00	6.00	5.00	29.00
Permanent FT - X	0				1.00	1.00	2.00
Permanent PT - Female	0.60	5.95	4.72	8.08	7.89	105.70	132.94
Permanent PT - Male	0		3.03	3.99	0.61	15.10	22.73
Permanent PT - X	0	0			1.13	0	1.13
Temporary PT - Female			0.80			6.66	7.46
Temporary PT - Male	0		1.40	0.80		1.00	3.20
<b>Total</b>	<b>25.60</b>	<b>34.95</b>	<b>238.95</b>	<b>55.87</b>	<b>97.63</b>	<b>264.46</b>	<b>717.46</b>

# EQUAL Opportunity



**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.**

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.

## Gender Equality Bill Implementation Pilot

In 2019/20 Monash Council was successful in securing \$60,000 from the State Government to participate in the Gender Equality Bill Implementation Pilot for local government. The pilot started at the end of October 2019 and finishes in September 2020.

MAV worked with the Office of Women and Local Government Victoria to achieve a good cross-selection of councils including metro, interface, regional cities and rural representation.

Monash is among 10 Victorian Councils to participate in the pilot program and we were selected due to our strong leadership in the gender equity sector which included submitting a Council endorsed submission on the draft Gender Equality.

## LGBTIQ Inclusive Practice

Based on the findings of a community consultation last year with Monash's Lesbian, Gay, Bisexual, Transgender, Intersex and Queer/Questioning (LGBTIQ) community, Council identified a number of recommendations to strengthen connections with and support of the LGBTIQ community.

To improve the recognition, inclusion and understanding of the City of Monash LGBTIQ community, Council provided two LGBTIQ Inclusive Practice Training sessions to all employees in September 2019 facilitated by Transgender Victoria.

Across the two sessions we had 40 employees participate to understand how we can apply best practice to ensure our services, programs and activities are inclusive for our Monash LGBTIQ community.

We received fantastic feedback and will be running future sessions as we have many more staff who want to attend.\*

\*COVID-19 has delayed some of our projects and employee and community training.

# LEARNING AND ORGANISATIONAL *Development*

**More than 150 People Leaders attended the externally facilitated Leaders Who Ask program to support the achievement of our inclusive leadership aspiration, and enhance key leadership capabilities and behaviours that support collaboration and a culture of diversity.**

A pulse survey was undertaken to seek feedback from our employees on how we are tracking when it comes to overall engagement, how we are going with our cultural aspiration, and in particular, working towards a diverse and inclusive workplace. The survey results provided great insights that integrate with actions associated with leadership and employee development, our cultural journey and ways we can continue to build on collaboration and trust.

The ability to provide different ways of learning, including online, has enabled our employees to participate in a wide range of learning and development initiatives and participate in online compliance training and induction. The continuous improvement focus for flexible approaches to the way we work has enabled us to be more agile when needing to respond to the COVID-19 pandemic. A series of online employee learning and briefing sessions have been implemented to support the development of new strategies, such as the Mental Health and Wellbeing Strategy 2020-2023, which is scheduled for implementation in the 2020/21 performance year and will include a new suite of learning and development offerings to support employee wellbeing.





# OCCUPATIONAL *Health And Safety*

## Council prioritises health, safety and wellbeing by demonstrating a holistic approach to Occupational Health and Safety (OHS).

This includes fully understanding the extent of our duty of care to others, a life-cycle approach to safety, from inductions, through to comprehensive injury management strategies and behavioural change to achieve a culture of safety and wellbeing.

Our ongoing focus on continual improvement has been demonstrated with the evolution of the existing OHS management system, in particular strengthening early intervention and risk mitigation strategies, embedding legislative changes including Industrial Manslaughter and moving beyond manual handling compliance to embrace a proactive 'Fit for Life' wellbeing program.

With an active presence in the COVID-19 Incident Response Group, the OHS team has been key in driving and implementing critical OHS risk management strategies around supporting our employees and the community during the pandemic.

**The key focus areas has been to streamline OHS processes whilst building and promoting a positive safety culture. The key achievements have included:**

- » Embedding an OHS triage process for incident reports to ensure quality data and accurate information sharing across the organisation
- » Reviewing and strengthening of injury management and early intervention strategies to drive better claims performance
- » Developing comprehensive risk-based pre-employment and ongoing fitness for work strategies
- » Introduction of an innovative proactive program called "Fit for Life" to go beyond manual handling compliance and embrace a holistic wellbeing approach to injury management
- » Active participation on the COVID-19 Incident Control Group and provision of OHS support across the organisation during the pandemic.

“OUR ONGOING FOCUS ON CONTINUAL IMPROVEMENT HAS BEEN DEMONSTRATED WITH THE EVOLUTION OF THE EXISTING OHS MANAGEMENT SYSTEM.”

## 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
- » 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
- » Onsite exercise classes.



# SECTION FOUR *Our Performance*



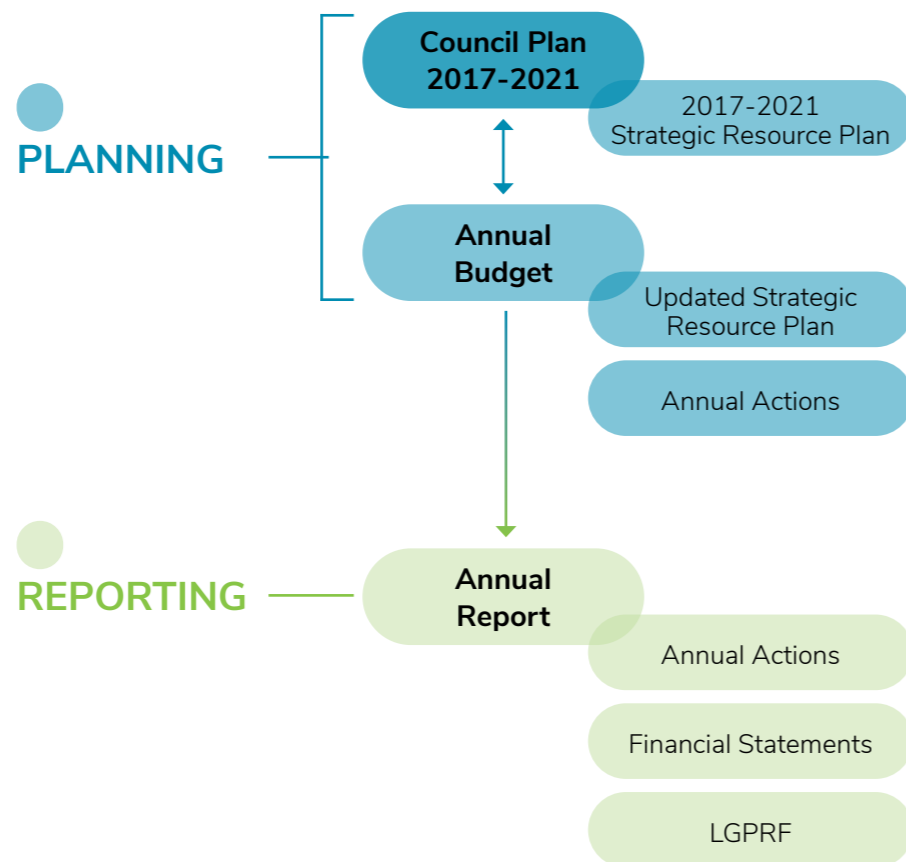
# COUNCIL'S STRATEGIC Planning Framework

**Council takes an integrated approach to planning, budgeting and reporting on its performance.**

There is an alignment of plans so Council can work towards long-term goals through its ongoing decision making, operations and budget allocation. The Council Plan provides key directions and principles and the Annual Budget focuses on major and other initiatives in the short term.

This approach also builds in opportunities for review and renewal to ensure Council is responding to what the community is saying and to shifts in the external environment.

This diagram illustrates the relationship between Council's medium and short term planning activities and how we report to the community on our achievements.



# COUNCIL Plan

The 2017-2021 Council Plan outlines 4 Strategic Objectives and their underpinning Strategies as required under the Local Government Act.

## Strategic Objectives and Strategies

1. A LIVEABLE AND SUSTAINABLE CITY	2. INVITING OPEN AND URBAN SPACES	3. AN INCLUSIVE COMMUNITY	4. RESPONSIVE AND EFFICIENT SERVICES
Strengthening our strategic policy & local planning framework	Ensuring the 'walkability' of our City	Supporting families and children to create a 'Child-friendly City'	Keeping our community informed through provision of Council services and activities
Expanding our advocacy on sustainable residential development outcomes and integrated transport	Improving our green open spaces and linking up our bicycle trails	Enabling residents to live independently and safely in their own community	Enhancing community consultation and involvement in our decision-making
Increasing our community engagement and education about town planning, animal management and community laws	Enhancing our activity centres with an increased focus on the moveability and prioritisation of pedestrians	Facilitating more engaged, socially connected communities	Delivering leading customer service
Advocacy for enhancement of the National Employment Cluster	Committing to long term infrastructure and asset management planning	Strengthening Monash as an 'age-friendly' City	Investing in technology and information systems to enhance our services
Delivering responsive and sustainable waste management services	Renewing and maximising use of our community and sporting facilities	Fostering an equitable, just and inclusive Monash	Delivering responsive high quality services
Proactively managing risks from climate change and reducing Council's greenhouse emissions	Preserving and expanding our bushland and passive open spaces	Delivering integrated planning and community strengthening	Planning for Council's financial sustainability



# STRATEGIC OBJECTIVE ONE:

## *A Liveable and Sustainable City*

The following statement provides information in relation to the services funded in the 2019/20 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>	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.	1,720 1,779 59
<b>Strategic Planning and Economic Development</b>	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.  <b>This includes:</b> <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>	1,406 1,716 310

## PERFORMANCE

**Council's performance in 2019/20 is outlined in this Annual Report against these Directions and Principles, 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.

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. The units' specific roles include:</p> <p>Community Laws Unit- responsible for parking control; animal management; administering and enforcing Council's local laws; and providing school crossing supervision; and</p> <p>Public Health Unit –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.</p>	<p>(1,815)</p> <p>(944)</p> <hr/> <p>(871)</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>20,093</p> <p>19,730</p> <hr/> <p>(363)</p>

## COMMUNITY OUTCOME

The following statement reviews the performance of Council against the Council Plan including results achieved in 2019/20 relation to the strategic indicators included in the Council Plan.

### 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 National Employment Cluster
- » Delivering responsive and sustainable waste management services
- » Proactively managing risks from climate change and reducing Council's greenhouse emissions.

### 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, Clayton and Mount Waverley)
  - › Open Space Strategy
  - › Urban Landscape and Canopy Vegetation Strategy
- » Advocacy on key issues impacting our city:
  - › Over development on single dwelling sites
  - › Affordable housing
  - › Rowville Rail
  - › Westall Road extension
  - › Suburban Rail Loop
- » 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.

Strategic Indicator/measure	Progress
<p><b>1.1 MAJOR INITIATIVE</b></p> <p>Deliver the following funded priorities from the Food Organics Program:</p> <p>a) Plan for the introduction of a kerbside food waste recycling service</p> <p>b) Develop and implement a Communication and Engagement Plan</p> <p>c) Implement a kerbside bin Inspections and program</p> <p>d) Conduct a detailed bin audit on - kerbside recycling, waste and garden bins.</p>	<p><b>Achieved:</b> All plans and programs in place for the launch of Food Organics Green Organics (FOGO) on 1 July 2020.</p>
<p><b>1.2</b> Progress the feasibility study of the Civic Precinct redevelopment as practical due to COVID-19. (Action revised and approved by Council at its Meeting 26 May 2020)</p>	<p><b>Achieved:</b> Feasibility Study progressed as practical due to COVID-19 restrictions.</p>
<p><b>1.3</b> Progress the detailed design for the Montclair Car Park project.</p>	<p><b>Achieved:</b> Architects have prepared detailed design options.</p> <p>At the 31 March 2020 Ordinary Council Meeting, Council resolved to suspend the above project for 6 months or until the Suburban Rail Loop Authority have identified the preferred location for the SRL station in Glen Waverley (whichever is the sooner).</p>
<p><b>1.4</b> Implement Year 1 of the Monash Affordable Housing Strategy.</p>	<p><b>Progressing:</b> The consideration of the Affordable Housing Strategy was delayed so as to align with Council's Homelessness Strategy and the Social Housing Framework. In April Council resolved to "Note the Strategy" and to "Send the proposed strategy to relevant development industry and public housing associations. Stakeholders seeking their feedback on the proposed strategy and with a view to assisting Council to further evaluate the recommendations contained in the report." As part of this process an information session was conducted with industry and housing groups. Submissions from those groups were able to be made up to June 30 and will form part of initial consideration at a future Council meeting.</p> <p>Council continues its advocacy on the provision of affordable housing and mandatory inclusionary zoning through the Eastern Affordable Housing Alliance, changes to the Monash Planning Scheme and policy framework to encourage the provision of more affordable housing in activity centres and different forms of housing.</p> <p>Officers also participate in the Inter Council Affordable Housing Forum. Council has also developed an affordable housing inclusionary zoning requirement as part of the proposed rezoning of land in Oakleigh and Clayton.</p>

Strategic Indicator/measure	Progress
<p><b>1.5</b> Progress the development of the Clayton Activity Centre Precinct Plan.</p>	<p><b>Achieved:</b> Clayton Precinct Plan adopted by Council in January 2020.</p> <p>Minor revisions in line with community consultation completed and finalised.</p>
<p><b>1.6</b> Progress the development of the Mount Waverley Structure Plan.</p>	<p><b>Achieved:</b> Community engagement on the draft Mount Waverley Structure Plan was undertaken through February and March 2020. In response to the community engagement some minor changes were proposed to the draft Structure Plan. The revised draft will be considered by Council at the July 2020 Council meeting.</p>
<p><b>1.7</b> Implement the 2019/20 actions of the Monash Economic Development Strategy 2017-2021.</p>	<p><b>Achieved:</b> Actions implemented in 2019/20 included:</p> <ul style="list-style-type: none"> <li>» Launch of the Monash Grant Finder Tool</li> <li>» Hosting two inspirational Women's Business Network lunches attended by 160 local business representatives and local female secondary students. Speakers included Claire Rogers, CEO World Vision Australia on the topic of leadership, and Carley Scott CEO of Equatorial Launch Australia on the topic of Women in the emerging Australian Space Industry</li> <li>» Ongoing work to support the Pinewood Traders Association, the Monash Tech School industry engagement program, Eastern Innovation, and a Monash National Employment Cluster activation program</li> <li>» Active participation in a number of regional advocacy groups including Melbourne East and South East Melbourne to advocate for more infrastructure and investment in the region</li> <li>» Ongoing visits to business, tours of businesses, home based business and women's business networks, and providing small business training sessions for local businesses</li> <li>» Adaptation of training and workshops for remote learning, and increased business liaison in response to the COVID-19 pandemic. Plus design of an eight week Business Masterclass program delivered remotely</li> <li>» Promotion of the Back our Business local shop program, and successfully secured funding for additional Economic Development staff through the Working for Victoria program.</li> </ul>
<p><b>1.8</b> Progress with the implementation of the Monash Canopy Vegetation and Landscape Strategy.</p>	<p><b>Achieved:</b> As a key action to protect and enhance the garden city character of Monash Council has sought permission from the Minister for Planning to consult on a range of new tree protection measures across Monash. The Minister is currently considering this request.</p>
<p><b>1.9</b> Progress the development of the Huntingdale Activity Centre Precinct Plan.</p>	<p><b>Achieved:</b> Huntingdale Precinct Plan adopted by Council at its meeting of 27 March, 2020.</p> <p>Some minor changes to improve the clarity of the Precinct Plan proposed. Document currently being finalised for publication.</p>



Strategic Indicator/measure	Progress
1.10 Progress the review of the Monash Planning Scheme.	<b>Achieved:</b> Officers continue to review elements of the planning scheme in light of VCAT determinations, however, Council component of planning scheme review completed, including consideration of State government's "smart planning reforms" program. The project is on hold pending completion of Planning Policy Framework translation by the Department of Planning. We have not yet been advised of a time frame for this to be completed.
1.11 Continue to inspect overhanging vegetation throughout the municipality.	<b>Achieved:</b> The Overhanging Vegetation Program was successfully delivered with the assistance of staff being redeployed from other departments as a consequence of the COVID-19 pandemic
1.12. Complete Local Area Traffic Management Study of Brandon Park area bounded by Springvale Road, Ferntree Gully Road, Lum Road and Brandon Park Drive and implement approved outcomes.	<b>Achieved:</b> The Local Area Traffic Management Study for Brandon Park area was completed.
1.13 Establish a Smart City Strategic Committee to investigate opportunities and alternate funding sources.	<b>Achieved:</b> The project objectives of establishing a committee, identifying opportunities and trialing solutions have been achieved. The project leveraged the already established committee and trials through i-sense Oakleigh. Development of digital infrastructure for i-sense is expected to be completed by the end of June. Deployment of Physical Infrastructure, including field trials, have been delayed due to COVID-19 and the revised completion is December 2020. Remaining project funds have been carried forward to 2020/21.



Strategic Indicator/measure	Progress
1.14 Review parking in pressure areas around Monash University and Monash Medical Centre.	<b>Achieved:</b> The parking review in pressure areas around Monash University and Monash Medical Centre has now been completed. Transport Engineering team conducted two reviews near Monash University (Stockdale Avenue and Beddoe Avenue) and one review near Monash Medical Centre (Kanooka Grove) in Clayton. <b>Stockdale Avenue near Monash University.</b> The proposal was to replace sections of 1/2P, 8am - 6pm, Monday to Friday restrictions with 4P, 8am-6pm, Monday to Friday restrictions in alternating manner to strategically provide on-street parking and manage traffic speed along Stockdale Avenue. Residents advised that the proposal would encourage students rotating their cars and park on street all day. Officers will revisit the issue again after the COVID-19 pandemic is over with the view to introduce Permit Zone restrictions. Officers are also considering to trial 40km/h speed limit area near Monash University including Stockdale Avenue and Beddoe Avenue. <b>Beddoe Avenue near Monash University.</b> The proposal was to replace the existing 1/2P, 8am-6pm, Monday to Friday restrictions with Permit Zone, 8am-6pm, Monday to Friday restrictions on the west side of Beddoe Avenue and keep the existing 1/2P, 8am-6pm, Monday to Friday restrictions on the east side to ease traffic congestion and provide residents reasonable use of on-street parking. Arrangements have been made to install these restrictions by end of June 2020. <b>Kanooka Grove near Monash Medical Centre.</b> The proposal was to replace the existing 1/2P, 8am-6pm, Monday to Friday restrictions with 2P and Permit Zone, 8am-6pm, Monday to Friday restrictions in a staggering manner to strategically provide on-street parking for residents and visitors to the Monash Medical Centre and manage traffic speed along Kanooka Grove. The installation of these restrictions has been completed.
1.15 Implement the 2019/20 funded priorities in the Environmental Sustainability Strategy.	<b>Achieved:</b> The 2019/20 funded priorities in the Environmental Sustainability Strategy have been implemented.
1.16 Implement the 2019/20 funded priorities in the Waste Management Strategy.	<b>Achieved:</b> All 2019/20 funded priorities in the Waste management Strategy were implemented.

## 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
	2017	2018	2019	2020	
<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)	99	94	74	<b>63</b>	It is positive to see this result continuing to improve and reassuring to see that work practices that were introduced in previous years are having a lasting effect. Council has again decided more applications than it received for this financial year. From the 2016/17 to 2019/20 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)	65.71%	72.09%	74.78%	<b>78.92%</b>	This is a pleasing result with the unit achieving 6% increase in performance compared to the 2018/19 reporting period and a continuous improvement over the four year period. This demonstrates the effectiveness of improvements in the delivery of the service.
<b>Service cost</b> Cost of statutory planning service (The direct cost of the statutory planning service per planning application received)	\$1,910	\$2,157	\$2,442	<b>\$2,532</b>	The increase in cost per application compared to the previous year's result is due to a decrease in the number of planning applications received during this reporting period. Staff resourcing was increased in 2015/16 to 2017/18 to manage the fluctuating numbers of applications received. However, the number of applications received in the last two reporting periods declined, i.e. over 9% 2019/20 from 2018/19 and 20% from 2017/18, permanent staff resourcing has not changed.

Service/Indicator/ measure	Results				Material Variations
	2017	2018	2019	2020	
<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)	39.58%	45.95%	47.97%	<b>51.43%</b>	This is a positive result and a reflection that with the introduction of Amendment C125 we are now seeing an improvement in the number of decisions not set aside.  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 41% or 34 of cases heard this financial year, plans were substituted to effectively address Council's concerns and to be in line with Council policy. Had these plans been submitted to Council for consideration the number of VCAT cases 'set aside' would only have been 17% and 83% of VCAT determinations found to be in favour of Council. For the 2015/16 to 2019/20 reporting periods we see a drop in support by VCAT at the beginning and a steady increase in support occurring in subsequent years. There is also a material variation for these years as Council included Consent Orders in reporting. Had Consent Orders not been included these Councils results would be as follows - 2016/17 - 39.58% to 39.02% (-0.56%), 2017/18 - 45.95% to 47.76% (+ 1.81%), 2019/20 - 47.97% to 50.00% (+2.03%)
<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)	1.47	1.49	1.43	<b>1.29</b>	The current reporting period result was a significant improvement over the four year period. This improvement was achieved due to the introduction of a field in the Pathways system to more accurately capture the "first response date".

Service/Indicator/ measure	Results				Material Variations
	2017	2018	2019	2020	
<b>Service Standard</b> Animals reclaimed (The percentage of collected registrable animals under the Domestic Animals Act 1994 reclaimed)	41.07%	54.76%	48.20%	<b>44.44%</b>	The current reporting period result reflects reasonable consistency in the number of animals collected and reclaimed to the previous years.
Animals rehomed (The percentage of collected registrable animals under the Domestic Animals Act 1994 that are rehomed)	New in 2020	New in 2020	New in 2020	<b>34.16%</b>	This is a new indicator introduced in the 2019/20 reporting period and therefore no comparison can be made against recent years. However, it is interesting to note that the percentage of cats rehomed was virtually the same as for dogs when anecdotally this is not normally expected. In addition to rehoming of cats and dogs, fostering and transferring them to rescue establishments was also a factor in the overall outcome of impounded animals.
<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)	\$62.48	\$61.38	\$71.31	<b>N/A</b>	This indicator has been replaced by "Cost of animal management service per population".
Cost of animal management service per population (The direct cost of the animal management service per municipal population)	\$5.26	\$4.59	\$5.23	<b>\$5.17</b>	Note this indicator has been changed in the 2019/20 reporting period replacing the former indicator, cost per animal registration. The service cost for the previous three reporting years was calculated by Local Government Victoria. Cost is now measured by population. This reporting period, salary costs increased by approximately 12%, pound costs reduced by a similar margin and legal costs reduced considerably resulting in an overall marginal reduction in the cost of providing animal management services.

Service/Indicator/ measure	Results				Material Variations
	2017	2018	2019	2020	
<b>Health and Safety</b> Animal management prosecutions (The number of successful animal management prosecutions)	11	12	6	<b>N/A</b>	Note this indicator has been replaced by a measure of proportion not a number.
Animal management prosecutions (The percentage of successful animal management prosecutions)	New in 2020	New in 2020	New in 2020	<b>100%</b>	This indicator has been changed in the 2019/20 reporting period and replaced by measure of proportion not a number. Previous three year's results were total number not percentages. There were six prosecutions undertaken in 2019/20, all of which were dog attacks resulting in successful prosecution outcomes.
<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)	2.00	1.95	1.73	<b>1.49</b>	This result represents 2019 calendar year as per the Performance Reporting requirements. The overall average days taken to respond to food complaints continues to decrease. This is due to improved work processes.
<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)	98.81%	98.44%	99.39%	<b>100%</b>	This result represents 2019 calendar year as per the Performance Reporting requirements. All food premises received an assessment during the year. An improvement compared to previous years.

Service/Indicator/ measure	Results				Material Variations
	2017	2018	2019	2020	
<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)	\$487.62	\$471.44	\$493.99	<b>\$523.08</b>	The overall average cost of service remains similar to previous years. There was a slight increase in 2019/20 in comparison to 2018/19 due to a 0.4 EFT increase in resourcing.
<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)	97.08%	100%	100%	<b>100%</b>	This result represents 2019 calendar year as per the Performance Reporting requirements. All non-compliance notifications have been followed up during the reporting period. This is consistent with previous year's results.
<b>Waste collection</b>					
<b>Satisfaction</b> Kerbside bin collection requests  (The number of kerbside bin collection requests per 1,000 kerbside bin collection households)	61.44	56.90	73.03	<b>80.90</b>	Numbers of enquiries and requests for waste and recycling bins shows an increasing trend. This is mainly due to our aging bin stocks which has led to additional enquiries regarding bin repairs. This is encouraging and demonstrates a growing awareness from our community regarding waste services.
<b>Service standard</b> Kerbside collection bins missed  (The number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts)	2.22	2.76	2.79	<b>3.08</b>	The number of missed bin requests has increased gradually over the past four years. The 11% increase in missed bins compared to 2018/19 is partly due to the impact of COVID-19, i.e. people working from home caused an additional number of parked cars in residential streets blocking access to bins. The increase is also the reflection of a more rigorous reporting method to identify and capture all missed bin reports.

Service/Indicator/ measure	Results				Material Variations
	2017	2018	2019	2020	
<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)	\$89.48	\$96.83	\$101.61	<b>\$106.21</b>	The costs to deliver waste collection continue to rise in keeping with inflation, fuel costs and transportation, as per the contract conditions.
Cost of kerbside recyclables bin collection service  (The direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin)	\$14.72	\$18.25	\$35.09	<b>\$35.98</b>	Recycling costs have increased in line with the contract conditions. A large increase from 2017/18 to 2018/19 was due to the collapse of the recycling export industry to China.
<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)	52.36%	50.86%	49.81%	<b>52.33%</b>	Diversion of waste from landfill for three out of the four years has been over 50% which is encouraging. An increase in green waste has been the main cause of this increase from last year's result.





# STRATEGIC OBJECTIVE TWO:

## *Inviting Open and Urban Spaces*



The following statement provides information in relation to the services funded in the 2019/20 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>The Strategic Asset Management Department 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. <b>The Services include:</b></p> <ul style="list-style-type: none"> <li>» <b>Fleet &amp; Operations Centre Management</b> Vehicle and plant maintenance and repair, store control, facility management of the Monash Operations Centre</li> <li>» <b>Infrastructure Maintenance</b> Drainage maintenance, road asset maintenance, after hours service; and emergency management support to MERO</li> <li>» <b>Facility Maintenance</b> Building and structures maintenance, facility programs, facility services</li> <li>» <b>Strategic Asset Management</b> Asset management policy strategy and plans, capital works planning, asset data collection and asset information systems</li> <li>» <b>Infrastructure Support</b> Administration related to works and correspondence management supporting the activities of the Infrastructure Division.</li> </ul>	<p>12,812</p> <p><u>12,577</u></p> <p>(235)</p>

Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>Capital Works</b>	<p>The Capital Works Department is responsible for:</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, 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>2,969</p> <p><u>2,863</u></p> <p>(106)</p>

Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>Engineering</b>	<p>The Engineering Department assesses and improves Monash's infrastructure to create an efficient, effective and safe traffic environment and ensure best design outcomes for the community related to developments and utility works. This department is also responsible for ensuring that development and construction meet agreed statutory and /or permit conditions that developments have minimum impact on the safety and amenity of residents, businesses and Council infrastructure.</p> <p>The Department manages a diverse portfolio and is broken up into four main areas:</p> <ul style="list-style-type: none"> <li>» <b>Transport Engineering</b></li> <li>» <b>Development Engineering</b></li> <li>» <b>Engineering Design</b></li> <li>» <b>Asset Protection</b></li> </ul> <p>Other customer service tasks that the Department is involved with are:</p> <ul style="list-style-type: none"> <li>» Assessing and issuing permits to occupy Council land</li> <li>» Asset protection permit applications and bond management</li> <li>» Proactive inspections of all permits issued</li> <li>» Management of utility consent notifications process</li> <li>» Managing reactive requests received from the public in relation to building sites and non-compliant activities</li> <li>» Advocacy for improved public transport services</li> <li>» Investigating and delivering road safety initiatives for cyclists and pedestrians</li> <li>» New Public Road Lighting - upgrades and requests</li> <li>» Assessment of referred development applications</li> <li>» Development engineering plan checking services</li> <li>» Assessing and issuing permits for new stormwater connections</li> <li>» Assessing use of easement approvals.</li> </ul>	<p>2,794</p> <p>2,678</p> <hr/> <p>(116)</p>
<b>Property</b>	<p>The Property Department is responsible for the contractual management, sale and facilitation of development of Council-owned or managed properties. <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>330</p> <p>421</p> <hr/> <p>91</p>

Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>Horticultural Services</b>	<p>The Horticultural Services Department provides a range of services for the maintenance of horticulture and associated assets for Council managed public land. <b>The department is made up of four service areas:</b></p> <ul style="list-style-type: none"> <li>» <b>Sports Ground and Golf Course Maintenance Services</b> 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>» <b>Parks and Gardens Maintenance Services</b> Responsible for the maintenance of council's ornamental gardens and passive open space areas</li> <li>» <b>Heritage and Conservation Services</b> 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>» <b>Arboricultural Services</b> 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>15,342</p> <p>13,685</p> <hr/> <p>(1,657)</p>
<b>City Design</b>	<p>The City Design department's role is to guide city design and assist Council in making the City of Monash a more liveable and sustainable city. <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>794</p> <p>765</p> <hr/> <p>(29)</p>

Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<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><b>Recreation Services</b> 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>The <b>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>4,555</p> <p>2,540</p> <hr/> <p>(2,015)</p>



## COMMUNITY OUTCOME

The following statement reviews the performance of Council against the Council Plan including results achieved in 2019/20 relation to the strategic indicators included in the Council Plan.

### 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.

### 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 therein



Strategic Indicator/measure	Progress
<b>2.1 MAJOR INITIATIVE 1</b> Complete the Princes Highway Reserve West Sportsground Redevelopment.	<b>Achieved:</b> Project works completed June 2020. The works significantly improved the sportsground surface quality and drainage, with the installation of the drought resistant turf and a highly-efficient irrigation system.
<b>2.2</b> Commence the design of Mulgrave Reserve Pavilion.	<b>Achieved:</b> Reference design has been completed. Full design and construction to commence in 2020/21
<b>2.3</b> Design and install a Modular facility at Waverley Archers Freeway Reserve.	<b>Progressing:</b> This project started on site on 26 May 2020 with an estimated completion date of August 2020.
<b>2.4</b> Complete the construction/upgrade works of the following playspaces: a) Electra Reserve, Ashwood b) Evelyn Street Reserve, Mulgrave c) Wellesley Road, Glen Waverley d) Melissa Street, Mount Waverley.	<b>Achieved:</b> Status of playspaces as follow: a) Electra Reserve, Ashwood completed May 2020 b) Evelyn Street Reserve, Mulgrave completed December 2019 c) Wellesley Road, Glen Waverley completed December 2019 d) Melissa Street, Mount Waverley completed October 2019.
<b>2.5</b> Complete upgrade works of Central Reserve Athletics, High Jump Long Jump.	<b>Achieved:</b> Works successfully completed May 2020.
<b>2.6</b> Develop and deliver the 2019/20 Central Reserve Facilities Plan.	<b>Achieved:</b> First draft of the Plan completed in May 2020.
<b>2.7</b> Complete lighting upgrade works at the following reserves: a) Scammell Reserve, Mount Waverley b) Mayfield Park Reserve, Mount Waverley.	<b>Achieved:</b> Status of lighting upgrade at Reserves as follows: a) Scammell Reserve, Mount Waverley works completed in the 3 <sup>rd</sup> quarter b) Mayfield Park Reserve, Mount Waverley works completed 4 <sup>th</sup> quarter.
<b>2.8</b> Progress redevelopment of the Oakleigh Recreation Centre & Waverley Gymnastics Centre.	<b>Achieved:</b> Project works scheduled for the 2019/20 financial year were progressed according to schedule.
<b>2.9</b> Undertake an inspection and assessment of all sporting reserves and pavilions to assess their inclusivity.	<b>Achieved:</b> Final report presented to Council 26 November 2019.

Strategic Indicator/measure	Progress
<b>2.10</b> Complete construction of drainage system at Carinya Court, Mount Waverley.	<b>Achieved:</b> Construction works of drainage system were completed in March 2020
<b>2.11</b> Complete drainage rehabilitation works at 161 Police Road, Mulgrave.	<b>Progressing:</b> Water main alterations could not be completed due to seasonal high water level of dam in the Springvale Cemetery. Consequently, road culvert & pits in Police Road are flowing at maximum capacity. Water main alterations & drainage works postponed until summer 2020/21.  Revised practical completion is 19 February 2021.
<b>2.12</b> Complete the design and construction of drainage improvement works at 1558 - 1568 Dandenong Road, Huntingdale.	<b>Achieved:</b> Construction of drainage improvement works at 1558 - 1568 Dandenong Road, Huntingdale were completed in June 2020.
<b>2.13</b> Upgrade the missing link of Scotchman's Creek Trail between Huntingdale Road and Stanley Avenue.	<b>Achieved:</b> Upgrade of the Scotchman's Creek Trail (Stage 1) between Osborne and Stanley Avenues was completed in June 2020.  In April 2020, Council received funding of \$200,000 from the Department of Transport to upgrade stage 2 of Scotchman's Creek Trail between Stanley Avenue and Huntingdale Road.
<b>2.14</b> Implement the 2019/20 funded priorities of the Avendon Estate Cypress Windrow Replacement Program.	<b>Achieved:</b> The 2019/20 Funded priorities of the Avendon Estate Cypress Windrow Replacement Program have been implemented.





Strategic Indicator/measure	Progress
2.15 Implement the 2019/20 funded priorities Street Tree Strategy.	<b>Achieved:</b> The 2019/20 funded priorities for the Street Tree Strategy were completed.
2.16 Complete Central Reserve South landscape works.	<b>Achieved:</b> Central Reserve South landscape works completed.
2.17 Complete the 2019/20 Sports Field Playing Surface Improvements on the following grounds: a) Waverley Women's Sports Centre b) Pinewood Reserve c) Brentwood Reserve.	<b>Achieved:</b> Completion as follows: a) Waverley Women's Sports Centre completed December 2019 b) Pinewood Reserve completed November 2019 c) Brentwood Reserve completed March 2020.
2.18 Complete the reconfiguration and rollout of Confirm as a centralised Asset Management Information System (AMIS).	<b>Achieved:</b> Project scope in 2019/20 had additional items added including upgrade of the Confirm system to be hosted off-site and the rollout of process changes to tree management to address internal audit findings which was scheduled for 2020/21.  All project deliverables scheduled for 2019/20 were delivered except for process changes to waste management which were delayed due to COVID-19 and the impacts on the team
2.19 Progress the Implementation the Asset Management Framework. (Action revised and approved by Council at its Meeting 26 May 2020).	<b>Achieved:</b> Completed tasks for 2019/20 as follows: » The review of the Asset Management Strategy (2020-2025) is complete and has been endorsed by the Asset Management Steering Group » The review of the Storm water Asset Management Plan is complete and the draft plan has been presented to the Asset Management Steering Group. Minor amendments are required before final endorsement » The development of the Open Space Asset Management Plan. Resources assigned to the Open Space Asset Management Plan was re-assigned to the business continuity team dealing with Councils response to COVID-19 and the completion of this Plan will occur in 2020/21. Work on the plan has now resumed with staff analysing the data collected. Further staff workshops for the plan are to be scheduled.  Planning for 2020/21 activities is underway.
2.20 Complete footpath priority works as identified in the Asset Renewal Program.	<b>Achieved:</b> 2019/20 footpath priority works completed.
2.21 Complete road resurfacing priority works as identified in the Asset Renewal Program.	<b>Achieved:</b> 2019/20 road resealing priority works completed.

## 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
	2017	2018	2019	2020	
<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)	1.00	0.67	1.00	<b>1.00</b>	With the exception of 2017/18 where inspections were conducted on only two out of the three facilities, this reporting period inspections were conducted on all aquatic facilities.
Reportable safety incidents at aquatic facilities  (The number of WorkSafe reportable aquatic facility safety incidents)	1	3	0	<b>N/A</b>	Indicator retired. Council is no longer required to report on this indicator
<b>Service cost</b> Cost of indoor aquatic facilities  (The direct cost less any income received of providing indoor aquatic facilities per visit)	\$0.26	\$0.62	\$1.05	<b>\$4.22</b>	The significant increase of costs in 2019/20 was impacted by forced shutdown on 23 March 2020 due to COVID-19 restrictions. The closure of Oakleigh Recreation Centre for redevelopment, the reduction in income and also the business decision to maintain centres and minimum wages for staff during the shutdown escalated the costs. Monash was able to re-open immediately the Stage 3 restrictions were lifted however, there was a decision to provide free entry for members for the period of June.

Service/Indicator/ measure	Results				Material Variations
	2017	2018	2019	2020	
<b>Utilisation</b> Utilisation of aquatic facilities (The number of visits to aquatic facilities per head of municipal population)	8.53	8.25	8.30	<b>5.13</b>	Due to COVID-19 restrictions both Monash Aquatic Recreation Centre and Clayton Aquatic and Health Club were closed from the 23 March 2020, with limited service resuming on 22 June 2020. The Stage 3 restrictions caused a significant reduction in the number of attendances at the facilities. The attendances in 2019/20 were also affected by the redevelopment and temporary closure of Oakleigh Recreation Centre for redevelopment for the entire year. However, there was minor variation in utilisation of the facilities over the first three years.
<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)	23.99	27.19	28.67	<b>28.71</b>	Number of requests over the years have been gradually on the rise. This is due to a significant increase in construction activities in Monash over the past four years. These activities resulted in damage to the road infrastructure and subsequently increasing road related requests.
<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)	98.49%	98.49%	98.49%	<b>98.49%</b>	No change over the four year period.
<b>Service cost</b> Cost of sealed local road reconstruction (The direct reconstruction cost per square metre of sealed local roads reconstructed)	\$98.95	\$92.16	\$0.00	<b>\$89.16</b>	The unit cost of road reconstruction has slightly decreased compared to the 2016/17 and 2017/18 reporting periods. There was no sealed local road reconstruction in 2018/19. Only one road reconstruction project occurred during this reporting period. Competitive contract rates were achieved due to the lower petroleum products price and also the nature of this particular project.



Service/Indicator/ measure	Results				Material Variations
	2017	2018	2019	2020	
<b>Service cost</b> Cost of sealed local road resealing (The direct resealing cost per square metre of sealed local roads resealed)	\$28.07	\$21.81	\$30.90	<b>\$21.77</b>	The unit cost of resealing projects have decreased compared to previous years and in particular, a significant decrease compared to the 2018/19 reporting period. This is due to most projects being in closer proximity and full length road reseat in quieter suburban streets. These projects attracted low traffic management, lower overhead costs and also lower petroleum products prices. This all contributed to a reduction in the unit cost.
<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)	69	77	78	<b>76</b>	It should be noted that Council changed its survey provider in 2017, using a sample size double the previous research (800 residents rather than 400) and a different methodology (door-to-door interviews rather than telephone). There was a significant increase in the satisfaction rating compared to 2016/17 however, there was a 2.2 point decrease compared to last year. Overall, the rating over the previous two years has decreased. Also note that the Community Satisfaction Survey began in early March 2020 but shortly after had to be postponed due to the COVID-19 lockdown. In May 2020 the survey was resumed with telephone interviews.



# STRATEGIC OBJECTIVE THREE:

## *An Inclusive Community*

The following statement provides information in relation to the services funded in the 2019/20 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>Community Support and Libraries</b>	<p>The Community Support and Libraries Department is responsible for providing Community Care and Monash Public Library Services.</p> <ul style="list-style-type: none"> <li>» <b>The Community Care Services Unit</b> provides 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.</li> <li>» <b>The Monash Public Library Services Unit</b> 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.</li> </ul>	<p>4,046</p> <p>4,964</p> <p>918</p>

Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>Children, Youth and Family Services</b>	<p>The Children, Youth and Family Services Department 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.</p> <p><b>Services and activities delivered by Council include:</b></p> <ul style="list-style-type: none"> <li>» <b>Maternal and Child Health Service</b> 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>» <b>Immunisation Service</b> Provides infant vaccines across the municipality and an immunisation program for secondary colleges</li> <li>» <b>Kindergartens</b> Council provides a central enrolment system for kindergartens, most of which are operated from Council-owned building</li> <li>» <b>Family Day Care</b> Home based early learning and care program</li> <li>» <b>Brine St Childcare and Kindergarten</b> a centre based early learning &amp; child care centre operated by Council</li> <li>» <b>Monash Youth Services (MYFS)</b> Provides generalist youth support to young people aged 10-25 years</li> <li>» <b>Early Years &amp; Integrated Family Support</b> 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>3,699</p> <p>3,163</p> <p>(536)</p>
<b>Community Strengthening</b>	<p>The Community Strengthening Department 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 Planning and Development 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>3,356</p> <p>3,810</p> <p>454</p>

Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>Arts and Culture</b>	<p>The Arts and Culture Department is responsible for providing Cultural Development and Events and the operation of the Monash Arts Gallery (MGA).</p> <p>» <b>The Cultural Development and Events Unit</b> works closely with community, cultural and arts groups to deliver a range of community festivals, including: Ashwood Chadstone Family Fun Day; Monash Carols by Candlelight Concert; Clayton Street Festival; Oakleigh Festival; and Winter Concert Series.</p> <p>» <b>Monash Gallery of Art</b> 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>2,470</p> <p>2,238</p> <hr/> <p>(232)</p>



## COMMUNITY OUTCOME

The following statement reviews the performance of Council against the Council Plan including results achieved in 2019/20 relation to the strategic indicators included in the Council Plan.

### 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.

#### 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
- » Deliver key actions in the plan for an Age-Friendly City
- » Commence the Oakleigh 'Western Gateway' Community Safety Project
- » Work towards accreditation as a 'Child-Friendly City'
- » Celebrate our multicultural community



Strategic Indicator/measure	Progress
<b>3.1 MAJOR INITIATIVE</b> Complete the scope, plan and design of an Integrated Child & Family Hub at Wellington Kindergarten and Mulgrave Park Maternal & Child Health Centre.	<b>Progressing:</b> Architects finalising the design to be provided to the Wellington Kindergarten Parent Committee and community. Consultation with the Kindergarten will commence in July as per the Communications Plan. This will be followed by a consultation process to inform the broader community following this. Communications will occur using internal resources.
<b>3.2</b> Complete the construction of Brine Street Staffroom and Children's Library.	<b>Achieved:</b> The construction of Brine Street Staffroom and Children's Library was completed late June 2020.
<b>3.3</b> Implement the Safe Events Approval Process for the successful delivery of Council's festivals and events program.	<b>Achieved:</b> The Safe Events Approval Process is now fully established and implemented. Expressions of Interest are assessed and where required and eligible event permits are issued. An internal safe events working groups is established.
<b>3.4</b> Promote inclusion and well-being across all Monash sporting clubs.	<b>Achieved:</b> Promotions achieved.
<b>3.5</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> Advocacy initiatives for 2019/20 achieved.
<b>3.6</b> Implement the 2019-20 actions of the Healthy and Resilient Monash Integrated Plan 2017-2021.	<b>Achieved:</b> The 2019/20 actions of the Healthy and Resilient Monash Integrated Plan 2017-2021 were implemented.
<b>3.7</b> Complete the Oakleigh Community Hub Scoping Project.	<b>Progressing:</b> Project delayed due to COVID-19 restrictions. Consultant will commence her contract with Council on Monday 22 June and expected to complete the project by end of October 2020.
<b>3.8</b> Commence the Glen Waverley Community Action Plan. (Action revised and approved by Council at its Meeting 26 May 2020.	<b>Achieved:</b> Glen Waverley Place Manager has developed strong links with the Glen Waverley Traders Association and has been involved in the planning and delivery of the recent infrastructure improvements in Kingsway. Broader community engagement to help develop the Community Action Plan are currently on hold due to the COVID-19 restrictions on community contact.

Strategic Indicator/measure	Progress
<b>3.9</b> Commence the Ashwood Chadstone Pathways Project to build on equality and respect. (Action revised and approved by Council at its Meeting 26 May 2020.	<b>Achieved:</b> The project is progressing the permissions from METRO to ensure we have the documentation in place to implement the art mural at the Power Avenue railway bridge site. Funding has been carried over to ensure delivery of the project. Community Engagement will get underway as soon as COVID-19 restrictions start to ease.
<b>3.10</b> Develop a Monash Social Inclusion Strategy.	<b>Achieved:</b> The draft Monash Loneliness Framework 2020-2025 has been developed in response to evidence-based research and community consultation and submitted to 30 June 2020 Council meeting.  In recent years, loneliness has emerged as one of the world's leading public health epidemics. In recent months, loneliness has been further highlighted as one of the most significant mental health impacts of the COVID-19 pandemic.  The purpose of this Framework is to guide Council's approach to addressing loneliness in the community and contribute to improving overall community wellbeing and social connections in Monash.  Monash Council will become one of the first local government frameworks in Australia to be dedicated to loneliness. It is also one of Council's first documents that has had the Victorian Gender Equality Bill's gender impact analysis tool applied through its development and consultation process.
<b>3.11</b> Implement Year One of the Public Library Service Plan.	<b>Achieved:</b> Despite the unprecedented closure of Monash Public Library Service branches for nine weeks between March and May 2020 due to COVID-19, the library service has continued to meet its key objectives for the year. The Library delivered services, spaces, collections and events for individuals and communities that encourage lifelong learning, increase literacy and build strong resilient communities across the City of Monash. These initiatives have supported the continued provision of: <ul style="list-style-type: none"> <li>» Free access to and lending of the library's information resources in a range of physical and digital formats and mediums</li> <li>» Assisted in the use of collections and the retrieval of information</li> <li>» Literacy support strategies from Baby book programs to technology classes for seniors</li> <li>» One of the key highlights of the year was the November 2019, 30 hour opening "A Night In the Library" which showcased library services and reached new cohorts.</li> </ul> The closure of the libraries to public visitations demonstrated MPLS's capacity to be agile, creative and responsive evidenced in the enhanced digital presence for all ages and additional services to vulnerable community members.



Strategic Indicator/measure	Progress
<b>3.12</b> Complete the upgrade of the public toilets Glen Waverley Library.	<b>Achieved:</b> The Glen Waverley Library Public Toilets have been completed to a high standard and within the revised budget. The outcome of the program to upgrade this amenity to DDA standards and provide a comfortable visitor experience has been achieved.
<b>3.13</b> Implement Year Two of the Monash Gallery of Art Strategic Plan as practical due to COVID-19. (Action revised and approved by Council at its Meeting 26 May 2020).	<b>Achieved:</b> At the close of year two of the Monash Gallery of Art Strategic Plan, a modified exhibition, education and annual programs were delivered in response to COVID-19 restrictions. The Gallery re-opened on 4 June at reduced hours. The timelines for the Bowness Photography Prize has been adjusted and the competition is underway. The schedule to celebrate the 30th Anniversary of the gallery is on track and the Committee of Management has transitioned to an Asset Committee under the 2020 Local Government Act.
<b>3.14</b> Commence the Integrated Cultural Precinct Study (MGA - Wheelers Hill Feasibility Study) as practical due to COVID-19. (Action revised and approved by Council at its Meeting 26 May 2020).	<b>Achieved:</b> The Preliminary Business Case was submitted to Creative Victoria and accepted and the final grant monies released. Successfully tendered stage three of the project to MGS architects who commenced in June. The project extension was granted by the State Government and is now due for completion in March 2021.

## 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
	2017	2018	2019	2020	
<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)	99.95%	102.00%	98.74%	<b>N/A</b>	Indicator retired. Council is no longer required to report on this indicator.
<b>Service Standard</b> Infant enrolment in the MCH service  (The percentage of infants enrolled in the MCH service)	100.75%	100.94%	100.00%	<b>100.25%</b>	Excellent outcome over the four year period. During the 2019/20 reporting period there was an increased number of infants enrolled due to all Victorian Councils now using Child Development Information system to hold health records. This allows for easy transfer of clients between Councils and supports improved data inputting.
<b>Service Cost</b> Cost of MCH service  (The cost of the MCH service per hour of service delivered)	\$69.21	\$61.38	\$67.55	<b>\$67.22</b>	There has been marginal variances in the cost of service over the past four years. The Maternal and Child Health (MCH) program continues to strive to be costs effective whilst supplying the community with a high level of service.
<b>Participation</b> Participation in the MCH service  (The percentage of children enrolled who participate in the MCH service)	76.05%	79.27%	77.07%	<b>77.22%</b>	A marginal increase in participation rates compared to 2016/17 and 2018/19. During the COVID-19 crisis there was a reduction in missed appointments.

Service/Indicator/ measure	Results				Material Variations
	2017	2018	2019	2020	
<b>Participation</b> Participation in the MCH service by Aboriginal children  (The percentage of Aboriginal children enrolled who participate in the MCH service)	70.73%	72.13%	85.71%	<b>82.73%</b>	There has been a decrease in participation rates of Aboriginal and Torres Strait Islander (ATSI) people overall. However, the LGPRF report indicates participation by ATSI children in draws 1 and 2 show increased attendance as these age groups require more frequent attendance for Key age and stage appointments. There is reduced participation by ATSI children in older age groups, in line with reduced rates of attendance seen in Non ATSI children. The MCH programs last Key age and stage is at 3.5 years, draw 4 and 5 shows reduced participation by ATSI children. In these age groups there is no required appointment or attendance at MCH which therefore affects the overall participation rate.
Participation in 4-week Key Age and Stage visit  (The percentage of infants enrolled in the MCH service who participated in 4-week Key Age and Stage visit)	New in 2020	New in 2020	New in 2020	<b>95.95%</b>	This is a new indicator introduced in the 2019/20 reporting period and therefore no comparison can be made against recent years. This is a new indicator introduced in the 2019/20 reporting period. A low participation rate recorded this reporting period this was due to COVID-19 crisis, clients not wanting to go out. Engagement methods are currently under review to increase/enhance engagement for this age group.
<b>Libraries</b>					
<b>Utilisation</b> Physical Library collection usage  (The number of physical library collection item loans per physical library collection item)	5.95	5.82	5.71	<b>4.72</b>	Note this indicator was renamed in 2019/20, former name "Library collection usage". Loan rate of physical collection continues to decline with take-up of internet based services. Pandemic in 2019/20 exacerbated process. Refocus by library on increased e-books partially offsetting this trend.

Service/Indicator/ measure	Results				Material Variations
	2017	2018	2019	2020	
<b>Resource standard</b> Recently purchased library collection  (The percentage of the library collection that has been purchased in the last 5 years)	74.49%	73.89%	75.01%	<b>74.16%</b>	Note this indicator was renamed in 2019/20, former name "Standard of library collection". Active collection review and replacement of older materials with new has ensured that the Library collection has consistently maintained around 74% to 75% less than five years old.
<b>Service cost</b> Cost of library service  (The direct cost of the library service per visit)	\$5.51	\$5.47	\$5.68	<b>N/A</b>	Note this indicator was retired in 2019/20 and replaced by "Cost of library service per population".
Cost of library service per population  (The direct cost of the library service per population)	\$29.62	\$27.95	\$27.68	<b>\$26.97</b>	Note that this indicator has changed in the 2019/20 reporting period from, Cost per visit to Cost per head of population. The previous year's cost were calculated by Local Government Victoria. Based on the Library's direct costs of service, costs per population have been relatively consistent over the four year period.
<b>Participation</b> Active library borrowers in municipality  (The percentage of the municipal population that are active library borrowers)	18.42%	17.51%	16.55%	<b>16.28%</b>	Note this indicator was changed from Active library members to Active library borrowers. The calculation was also changed from annual to a three year period. Previous three year's results were based on active Library members on the single year population. Proportion of population borrowing from the library continues to decline with uptake of internet resources. The result for 2019/20 was also affected by pandemic lockdown.

# STRATEGIC OBJECTIVE FOUR:

## Responsive and Efficient Services

The following statement provides information in relation to the services funded in the 2019/20 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.	2,693 2,740 47
<b>Corporate Administration and Customer Service</b>	The Corporate Administration and Customer Service Executive Department has six business and one Department that provide a range of services to the organisation and to the Monash community. <b>The six business Units are:</b> <ul style="list-style-type: none"> <li>» <b>Customer Service</b> is at the forefront of service to the Monash community</li> <li>» <b>Civic and Governance</b> provides support to the Mayor and the Councillors, including organising Mayoral functions</li> <li>» <b>Civic Operations</b> 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>» <b>Halls Management</b> manages Council's facilities across the municipality that are available for hire by the public; both private hirers and community groups</li> <li>» <b>Information Management</b> responsible for managing records to meet operational business needs, accountability requirements and community expectations</li> <li>» <b>Legal Services</b> oversees the provision and coordination of legal services.</li> </ul>	8,235 7,346 (889)



Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>Corporate Administration and Customer Service - Business Technology Department</b>	The Business Technology Department (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. <b>This includes:</b> <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>	6,916 7,168 252
<b>Communications</b>	The Communications Executive Department is responsible for: <ul style="list-style-type: none"> <li>» <b>Media relations</b> Handling media enquiries for the organisation</li> <li>» <b>Digital/social media</b> Managing Council's website, Twitter, Facebook and Instagram accounts</li> <li>» <b>Issues management</b> Advising the organisation and Council on how issues could be handled</li> <li>» Production of the Monash Bulletin newsletter</li> <li>» Facilitating high levels of community consultation across the organisation</li> <li>» <b>Graphic design</b> Design of corporate documents including letterhead, business cards and flyers.</li> </ul>	1,411 1,370 (41)
<b>People and Culture</b>	The People and Culture Executive Department is responsible for providing strategic leadership, operational and transactional support and advice on all Organisational Development, Occupational Health, Safety and Wellbeing.	2,828 2,641 (187)
<b>Finance</b>	The Finance Department 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>» Providing accurate and timely financial transaction processing, financial information, advice, analysis and systems to achieve Council objectives</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>	(13,578) (6,517) 7,061





## COMMUNITY OUTCOME

The following statement reviews the performance of Council against the Council Plan including results achieved in 2019/20 relation to the strategic indicators included in the Council Plan.

### 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.

### How we will we do this

#### Priority Projects:

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

### 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.

Service area	Description of services provided	Net Cost Actual Budget Variance \$000
<b>Strategic Procurement</b>	<p>The Strategic Procurement Department is responsible for:</p> <ul style="list-style-type: none"> <li>» <b>Purchasing &amp; Compliance Services:</b> Procurement analysis to provide a strategic approach to purchase of goods and services; and Procurement management and administration</li> <li>» <b>Contract Services</b> which includes the provision of tendering and contracting advice and the administration of quotations, tenders and contract processes.</li> </ul>	552 646 <hr style="width: 50px; margin-left: auto; margin-right: 0;"/> 94
<b>Corporate Performance</b>	<p>The Corporate Performance Department is responsible for:</p> <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>	2,927 3,001 <hr style="width: 50px; margin-left: auto; margin-right: 0;"/> 74





Strategic Indicator/measure	Progress
<b>4.1 MAJOR INITIATIVE</b> Minimum 90% of agreed Capital Works Program delivered annually.	<b>Achieved:</b> Capital Works Program minimum target was achieved. Preliminary figure is 95.02% of expenditure. Accounts are still being processed. The final percentage will be confirmed after the annual audit.
<b>4.2</b> Complete the server and storage hardware refresh.	<b>Achieved:</b> New server and storage hardware has been purchased and installed at the Fujitsu Data Centre in Noble Park, where the Monash production servers will be hosted
<b>4.3</b> Complete the Pathway Mobility for Local Laws.	<b>Achieved:</b> The roll-out to the Local Laws team for overhanging trees has been successfully completed. The old PDA devices have now been replaced with tablet devices that allow staff to work remotely and data goes directly to the Pathway application. This has eliminated double handling and has enhanced productivity.
<b>4.4</b> Commence the Oracle Finance application and database upgrade.	<b>Achieved:</b> Upgrade commenced, with an Expression of Interest undertaken. Followed by the preparation of a closed tender specification, with tenders received currently being evaluated against the criteria.
<b>4.5</b> Analyse the results of the annual Community Satisfaction Survey and provide recommendations to the Executive Leadership Team for continual improvements to performance. (At its Meeting 26 May 2020 Council approved a delay on the Survey).	<b>Achieved:</b> The 2020 Annual Community Satisfaction Survey of 800 residents was undertaken in late April and May as predominantly a telephone rather than face-to-face survey due to COVID-19. Council recorded a score of 7.51 out of a possible 10 for overall satisfaction, its highest result ever. Council improved its score from the previous year in six key categories including Making decisions in the interest of the community (7.35 up from 7.23); Maintaining trust and confidence of the community (7.48 up from 7.31); Community consultation and engagement (7.34 up from 7.25); Representation, lobbying and advocacy (7.36 up from 7.24); and Responsiveness of Council to local community needs (7.35 up from 7.22).

Strategic Indicator/measure	Progress
<b>4.6</b> Progress actions from the People and Culture Strategy. (Action revised and approved by Council at its Meeting 26 May 2020).	<b>Achieved:</b> The People, Safety and Culture Milestones are due for annual review in July 2020. Many of the milestones continue to evolve, however, some delays have been experienced due to the pandemic resulting in other priorities, including Work For Victoria and internal redeployment. The absence of a Learning & Development role has also seen the L&D Framework review being on hold until such time this position is recruited to in the 2020/21 financial year. Key deliverables such as reviewing existing Senior Leader contracts, updating policies, updating the OHS Framework, including a new Mental Health Strategy are well progressed as part of the action plans.
<b>4.7</b> Completing implementation of the Project Management Framework.	<b>Achieved:</b> The Legislative Compliance Framework was developed, reviewed by the Audit & Risk Committee and endorsed by the Executive Leadership Team. The Framework has supported the procurement of a Legislative Compliance application and roll out to senior staff including individual and small group training
<b>4.8</b> Completing implementation of a legislative compliance framework.	<b>Achieved:</b> Significant progress was made implementing the Project Management Framework during the year, including the configuration and roll-out of the PM application, 'Our Project Place', training of over 125 officers as well as ongoing work to build staff project management capability and maximising use of OPP.
<b>4.9</b> Progress Council's Financial Sustainability - Revenue & Rating Strategy. (Action revised and approved by Council at its Meeting 26 May 2020).	<b>Achieved:</b> Strategy in progress. Revenue & Rating Strategy will be completed and implemented in conjunction with the Long Term Financial Plan. This is being considered as part of the Local Government Act legislative changes PCG. An extension to this Council Plan action was formally approved by Council in the March Quarterly Finance Report

## 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
	2017	2018	2019	2020	
<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)	7.83%	7.84%	10.16%	<b>8.85%</b>	During this reporting period the number of items dealt with in closed Council meetings was 20 compared to 26 in 2018/19.
<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. This includes consulting and engaging directly with the community on key local issues requiring decisions by council)	59	74	73	<b>73.4</b>	It should be noted that from 2017 Council has used a different provider with a sample size double the previous research (800 residents rather than 400) and a different methodology (door-to-door interviews rather than telephone). There was a significant increase in the satisfaction rating compared to 2016/17. However, the last three years rating has been fairly consistent with this year's result up 1.2% considered a "very good" level of satisfaction. Also note that the Community Satisfaction Survey was commenced in early March 2020 but shortly after had to be postponed due to the COVID-19 lockdown. In May 2020 the survey was resumed with telephone interviews.

Service/Indicator/ measure	Results				Material Variations
	2017	2018	2019	2020	
<b>Attendance</b> Councillor attendance at council meetings  (The percentage of attendance at ordinary and special council meetings by councillors)	94.12%	93.94%	90.91%	<b>90.34%</b>	A number of absences were due to illness and work commitments.
<b>Service cost</b> Cost of elected representation  (The direct cost of delivering council's governance service per councillor)	\$54,049	\$56,684	\$69,484	<b>\$45,979</b>	This indicator was renamed from Cost of Governance. Unfortunately, costs in past yearly totals included organisational membership fees and other function costs not related to Councillor costs. The correct costs are as follows: 2016-17 \$43,378; 2017/18 \$45,973; and 2018/19 \$48,403. This reporting period cost per elected representative was reduced further due to COVID-19 restrictions. Councillors being able to attend meetings via video link was one factor which caused a further reduction.
<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)	60	73	72	<b>73.5</b>	It should be noted that from 2017 Council used a different provider, with a sample size double the previous research (800 residents rather than 400) and a different methodology (door-to-door interviews rather than telephone). There was a significant increase in the satisfaction rating compared to 2016/17, also a 1 point increase compared to last year. Overall, the rating over the last three years has been fairly consistent. Also note that the Community Satisfaction Survey started in early March 2020 but shortly after had to be postponed due to the COVID-19 lockdown. In May 2020 the survey was resumed with telephone interviews.



**SECTION  
FIVE**  
*Official Statements*

# PERFORMANCE Statement

For the year ended 30 June 2020

## 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 202,847 people living in more than 74,588 dwellings. We are regarded as a cosmopolitan city. Almost 49% of our residents were born overseas, having come from more than 100 different countries.

In keeping with the State Government's cap on rate increases, rate revenue was increased by 3.64% (comprising the 2.50% rate cap with 1.14% supplementary rate growth). By controlling costs over many years, rates have been kept low, in the 2018/19 year, the average residential rates in Monash were \$1,427.92, compared with the state wide average of \$1,669.82 and similar council average of \$1,515.72. In 2019/20, the average residential rates in Monash was \$1,441.52.

## COVID-19 Impacts on Council

The COVID-19 pandemic has had a significant impact on our residents, businesses and organisations. In response to those impacts Council reframed its hardship policy to provide support to the community, including deferral, on application, for rate payments and fees and charges that will help sustain residents who are living in a new reality. We do not believe that these measures will have a material effect on Council's overall finances going forward.

In line with government restrictions due to COVID-19, Council reduced its operating costs at its aquatic and leisure centres, and closed other public facilities such as libraries, halls and golf courses. These facilities are mostly funded from fee paying clients so our revenues were also significantly reduced. As we navigate through recovery, there will be financial impacts on the 2020/21 budget and beyond.

Despite these challenges, the majority of important Council services including waste and recycling, road and drain maintenance and, community services have continued to be delivered. These include home care and meals on wheels, child immunisation, parks and garden maintenance, and customer service.

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

## Sustainable Capacity Indicators For the year ended 30 June 2020

Indicator/ measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
<b>Population</b>					
Expenses per head of municipal population (Total expenses/ Municipal population)	\$844.88	\$858.46	\$893.64	<b>\$901.05</b>	The small increase from 2018/19 to 2019/20 of 0.83% is an indication of a population growth in the municipality over the year by nearly 3,000 residents. In addition, expenditure also increased by 2.2% compared to 2018/19 levels mostly due to employee costs of \$3.69M (Enterprise Bargaining Agreement and grant funded positions) and depreciation and amortisation of \$3.42M being higher than 2018/19 figures. Council continues to maintain satisfactory expenditure level per head of population.
Infrastructure per head of municipal Population (Value of infrastructure/ Municipal Population)	\$4,313.91	\$4,274.84	\$4,493.36	<b>\$4,580.41</b>	The increase of 1.94% primarily relates to increases in infrastructure asset revaluations combined with a higher capital works program. The municipal population has also increased over the 12 month period by 1.32%.
Population density per length of road (Municipal population/ Kilometres of local roads)	253.18	262.25	271.84	<b>268.49</b>	Previous reports included the length of sealed roads only. This change has added approximately 6km to the reported road length. Population has also increased, but not enough to offset the increase in road length therefore reducing the ratio of population to length of road.



Indicator/ measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
<b>Own-source revenue</b> Own-source revenue per head of municipal population [Own-source revenue/ Municipal population]	\$795.32	\$787.12	\$809.33	<b>\$787.47</b>	Own source revenue in 2019/20 was impacted by Government restrictions that lead to closure of facilities. However, rates income was favourable as the increase was in line with the 2.5% rate cap in 2019/20 compared to 2.25% in 2018/19. The municipal population has also increased resulting in a lower variance increase 2.65%.
<b>Recurrent grants</b> Recurrent grants per head of municipal population (Recurrent grants/Municipal population)	\$121.38	\$105.69	\$102.78	<b>\$99.08</b>	Recurrent grant income dropped slightly by \$0.46M compared to 2018/19. However the population increased by 1.38% from 2018/19 to 2019/20 which resulted in a 3.6% reduction from year-to-year. Recurrent grants vary due to levels of service delivery and this ratio still keeps Council within the expected range.
<b>Disadvantage</b> Relative socio-economic disadvantage (Index of Relative Socio-economic Disadvantage by decile)	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.
<b>Workforce turnover</b> Percentage of staff turnover (Number of permanent staff resignations and terminations/ Average number of permanent staff for the financial year) x100	13.73%	14.89%	11.03%	<b>9.29%</b>	There has been a noticeable drop in staff turnover over the past four years. Decline in this indicator in the 2018/19 year is likely attributable in part to improved career opportunities and employee engagement. There was also a significant drop in resignation in the last quarter of 2019/20. It is possible that the job market was restricted as a result of the COVID-19 pandemic.

## 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 2020

Indicator/ measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
<b>Aquatic facilities</b>					
<b>Utilisation</b> Utilisation of aquatic facilities (Number of visits to aquatic facilities/ Municipal population)	8.53	8.25	8.30	<b>5.13</b>	Due to COVID-19 restrictions both Monash Aquatic Recreation Centre and Clayton Aquatic and Health Club were closed from the 23 March 2020, with limited service resuming on 22 June 2020. These restrictions have caused the significant reduction in the number of attendances at the facilities. The attendances in 2019/20 were also affected by the redevelopment and temporary closure of Oakleigh Recreation Centre for redevelopment for the entire year. However, there was minor variation in utilisation of the facilities over the first three years.
<b>Animal management</b>					
<b>Health and safety</b> Animal management prosecutions (The percentage of successful animal management prosecutions)	New 2020	New 2020	New 2020	<b>100%</b>	This indicator has been changed in the 2019/20 reporting period and replaced by measure of proportion not a number. Previous three year's results were total number not percentages. There were six prosecutions undertaken in 2019/20, all of which were dog attacks resulting in successful prosecution outcomes.

Indicator/ measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
<b>Food safety</b>					
<b>Health and safety</b> Critical and major non-compliance notifications (Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up/ Number of critical non-compliance notifications and major non-compliance notifications about food premises) x100	97.08%	100%	100%	<b>100%</b>	This result represents 2019 calendar year as per the Performance Reporting requirements. All non-compliance notifications have been followed up during the reporting period. This is consistent with previous year's results.
<b>Governance</b>					
<b>Satisfaction</b> Satisfaction with council decisions (Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community)	60	73	72	<b>74</b>	It should be noted that from 2017-2019 reporting period to the current reporting period Council used a different provider, using a sample size double the previous research (800 residents rather than 400) and a different methodology (door-to-door interviews rather than telephone). There was a significant increase in the satisfaction rating compared to 2016/17, also a one point increase compared to last year. Overall, the rating over the last three years has been fairly consistent. Also note that the Community Satisfaction Survey started in early March 2020 but shortly after had to be postponed due to the COVID-19 lockdown. In May 2020 the survey was resumed with telephone interviews.



Indicator/ measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
<b>Libraries</b>					
<b>Participation</b> Active library borrowers in municipality  (Number of active library borrowers in the last three years/ The sum of the population for the last three years) x100	18.42%	17.51%	16.55%	<b>16.28%</b>	Note this indicator was changed from Active library members to Active library borrowers. The calculation was also changed from annual to a three-year period. Previous three years' results were based on active Library members on the single year population. Proportion of population borrowing from the library continues to decline with uptake of internet resources. The result for 2019/20 was also affected by pandemic lockdown.
<b>Maternal and child health</b>					
<b>Participation</b> Participation in the MCH service  (Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service) x100	76.05%	79.27%	77.07%	<b>77.22%</b>	A marginal increase in participation rates compared to 2016/17 and 2018/19. During the COVID-19 crisis there was a reduction in missed appointments.



Indicator/ measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
<b>Participation</b> Participation in the MCH service by Aboriginal children (Number of Aboriginal children who attend the MCH service at least once(in the year)/Number of Aboriginal children enrolled in the MCH service) x100	70.73%	70.73%	85.71%	<b>82.72%</b>	There has been a decrease in participation rates of Aboriginal and Torres Strait Islander (ATSI) people overall. However, the LGPRF report indicates participation by ATSI children in draws 1 and 2 show increased attendance as these age groups require more frequent attendance for Key age and stage appointments. There is reduced participation by ATSI children in older age groups, in line with reduced rates of attendance seen in Non-ATSI children. The MCH programs last Key age and stage is at 3.5 years, draw 4 and 5 shows reduced participation by ATSI children. In these age groups there is no required appointment or attendance at MCH which therefore affects the overall participation rate.
<b>Roads</b> <b>Satisfaction</b> Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)	69	77	78	<b>76</b>	It should be noted that from 2017-2019 reporting period to the current reporting period Council used a different provider, using a sample size double the previous research (800 residents rather than 400) and a different methodology (door-to-door interviews rather than telephone. There was a significant increase in the satisfaction rating compared to 2016/17 however, there was a 2.2 point decrease compared to last year. Overall, the rating over the previous two years has decreased. Also note that the Community Satisfaction Survey began in early March 2020 but shortly after had to be postponed due to the COVID-19 lockdown. In May 2020 the survey was resumed with telephone interviews.

Indicator/ measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
<b>Statutory Planning</b> <b>Decision making</b> Council planning decisions upheld at VCAT  (Number of VCAT decisions that did not set aside council's decision in relation to a planning application/ Number of VCAT decisions in relation to planning applications) x100	39.58%	45.95%	47.97%	<b>51.43%</b>	This is a positive result and a reflection that with the introduction of Amendment C125 we are now seeing an improvement in the number of decisions not set aside. 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 41% or 34 of cases heard this financial year, plans were substituted to effectively address Council's concerns and to be in line with Council policy. Had these plans been submitted to council for consideration the number of VCAT cases 'set aside' would only have been 17% and 83% of VCAT determinations found to be in favour of council. For the 2015/16 to 2019/20 reporting periods we see a drop in support by VCAT at the beginning and a steady increase in support occurring in subsequent years. There is also a material variation for these years as Council included Consent Orders in reporting. Had Consent Orders not been included these Councils results would be as follows - 2016/17 - 39.58% to 39.02% (-0.56%), 2017/18 - 45.95% to 47.76% (+ 1.81%), 2019/20 47.97% to 50.00% (+2.03%).

Indicator/ measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
<b>Waste Collection</b>					
<b>Waste diversion</b> Kerbside collection waste diverted from landfill (Weight of recyclables & green organics collected from kerbside bins/ Weight of garbage, recyclables & green organics collected from kerbside bins) x100	52.36%	50.86%	49.81%	<b>52.33%</b>	Diversion of waste from landfill for three out of the four years has been over 50% which is encouraging. An increase in green waste has been the main cause of this increase from last year's result.

## Definitions

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

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

"active library borrower in the municipality" 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 2020

Dimension/indicator/ measure	Material Variations and Comments			
	2024	2023	2022	2021
<b>Efficiency</b> <b>Expenditure level</b> Total expenses per property assessment. (Total expenses/Number of property assessments)				
	<b>2024</b>	\$2,594.87	\$1,748.00	141.87%
	<b>2023</b>	\$2,513.22	\$1,691.35	137.77%
	<b>2022</b>	\$2,432.08	\$1,636.22	158.66%
	<b>2021</b>	\$2,339.19	\$1,428.15	184.69%
<b>Revenue level</b> The average rate revenue per property assessment. [Total rate revenue/ Number of property assessments]	<b>2020</b>	<b>\$2,256.48</b>	<b>\$1,528.68</b>	<b>189.69%</b>
	<b>2019</b>	\$2,234.95	New 2020	237.05%
	<b>2018</b>	\$2,138.82	New 2020	229.80%
	<b>2017</b>	\$2,052.20	New 2020	227.51%
<b>Liquidity</b> <b>Working capital</b> Current assets compared to current liabilities (Current assets/Current liabilities) x100				

This ratio variance has increased by 0.96% in 2019/20 as expenditure was higher in 2019/20. Mostly related to employee costs of \$3.69M and depreciation and amortisation of \$3.42M being higher than 2018/19 figures. Amortisation on right of use of assets was recognised during 2019/20 year due to adoption of AASB 16 for the first time. Materials and services are lower than 2018/19 levels by \$3.2M as the COVID-19 Government restrictions had an impact on Council's ability to deliver services. This is a new indicator introduced in the 2019/20 reporting period. Council's average rate per property assessment is within the expected range for the 2019/20 year. Council has proposed to provide a 10% rate waiver in 2020/21 to all ratepayers and will be subject to consideration for adoption at the August 2020 Council meeting. This will result in a lower average rate per property assessment than the 2019/20 year. This will revert back to normal levels from 2021/22 as the rate waiver is proposed to be provided as a COVID-19 rate relief for the 2020/21 period only.

New accounting standards were introduced during 2019/20 financial year that required the recognition of lease liability in relation to Right of Use of Assets (AASB 16) and unearned income (AASB 15). This has resulted in a higher current liabilities balance compared to the 2018/19 year. The liquidity ratio then drops in future years as a larger portion of investment is committed for capital works projects and has an impact on current assets. The ratio still remains within the expected range.

Dimension/indicator/ measure	Results					Material Variations and Comments
	2017	2018	2019	2020	Forecast	
<b>Unrestricted cash</b> Unrestricted cash compared to current liabilities (Unrestricted cash/Current liabilities) x100	9.80%	34.01%	20.28%	24.80%	2021 96.87% 2022 22.19% 2023 61.79% 2024 62.88%	The variations in this ratio reflects the level of cash held in short term deposits (with maturity date of 90 Days or less). The 2019/20 ratio is higher than 2018/19 levels as more cash was held in short term deposits as a result of higher than anticipated public open space contributions. The Long-term Plan classifies term deposits with an original maturity of greater than three months as Cash and Cash Equivalents causing a spike in 2020/21. However a significant cash investment in capital works is provided in 2021/22 shows reduction in this ratio.
<b>Obligations</b>						
<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%	0.00%	0.00%	Council achieved a debt free status as at 30 June 2015 and has no plans to borrow funds in the immediate future.
<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	0.00%	0.00%	0.00%	0.00%	0.00%	Council achieved a debt free status as at 30 June 2015 and has no plans to borrow funds in the immediate future.

Dimension/indicator/ measure	Results					Material Variations and Comments
	2017	2018	2019	2020	Forecast	
<b>Indebtedness</b> Non-current liabilities compared to own source revenue (Non-current liabilities/Own source revenue) x100	2.08%	2.28%	2.04%	7.25%	2021 5.37% 2022 4.05% 2023 3.53% 2024 3.03%	The 2019/20 ratio compared to the prior year is higher due to increased level of non-current liabilities and lower income levels. Due to adoption of AASB 16 for Right of Use of assets requires the recognition of an obligation over the use of those assets and has increased non-current liabilities. Income levels are also lower than 2018/19 due to facility closures as Government restrictions were imposed to control the COVID-19 pandemic. This will have a flow-on effect into 2020/21 financial year.
<b>Asset renewal and upgrade</b> Asset renewal and upgrade compared to depreciation (Asset renewal and upgrade expenses/Asset depreciation)x100	New 2020	New 2020	New 2020	178.19%	145.95% 144.62% 140.75% 135.78%	This is a new indicator introduced in the 2019/20 reporting period. Council is meeting its renewal targets and as indicated the asset renewal and upgrade compared to depreciation sits at 178.19% for 2019/20 which is well above the 100% expected target. The budget was cut-back in 2020/21 to provide relief to ratepayers due to the impacts of COVID-19. Investment in capital works is restored from 2021/22.
<b>Operating position</b>						
<b>Adjusted underlying result</b> Adjusted underlying surplus (or deficit) (Adjusted underlying surplus {deficit}/Adjusted underlying revenue) x100	11.57%	8.15%	7.45%	4.68%	-4.10% 8.07% 5.62% 4.83%	The 2019/20 adjusted underlying surplus levels is a variance decrease of 37.21% as a lower surplus was achieved compared to 2018/19. Significant decrease in revenue streams impacted by COVID-19 and also expenditure related to employee costs and depreciation has resulted in a lower surplus figure. The ratio drops to a small negative in 2020/21, as Council's budgeted net result is a deficit. This is mainly due to providing the COVID-19 relief to ratepayers and having a significant impact on services.

Material Variations and Comments				
<b>Dimension/indicator/measure</b> <b>Stability</b> <b>Rates concentration</b> Rates compared to adjusted underlying revenue (Rate revenue/Adjusted underlying revenue) x100 <b>Rates effort</b> Rates compared to property values (Rate revenue/Capital improved value of rateable properties in the municipality) x100	This stability ratio compared to 2018/19 year is a variance of 4.42% mostly related to supplementary income higher than the previous year. The ratio drops in 2020/21 due to Council's proposal to provide a 10% rate waiver to all ratepayers in the 2020/21 budget year. This is subject to consideration for adoption at the August 2020 Council meeting. Total income is less than 2019/20 due to impacts of COVID-19 pandemic.  The variance reflects Council's capped rate increase of 2.5% compared to the value of all properties in Monash that decreased by an average of 7% with the 2019 valuation. The rate cap of 2.0% has been applied to the 2020/21 year however we have also provided for a rate waiver of 10% as relief to the ratepayers. Council has proposed to provide this rate waiver in 2020/21 to all ratepayers and will be subject to consideration for adoption at the August 2020 Council meeting. This is evidenced by a drop in the ratio, however the rate waiver is not applied past 2020/21 year and the ratio will be restored to a historical level.			
	Forecast	2024	66.19%	0.17%
		2023	65.60%	0.17%
		2022	63.47%	0.16%
		2021	64.91%	0.14%
		2020	<b>65.50%</b>	<b>0.16%</b>
	Results	2019	62.73%	0.15%
		2018	63.07%	0.16%
		2017	62.13%	0.16%

## 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 2020

## 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 presented to Council in its strategic resource plan in the Draft Budget on 30 June 2020 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

## Certification of the performance statement

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

**DANIEL WAIN (CPA)**  
Principal Accounting Officer  
Dated: 25/08/2020

In our opinion, the accompanying performance statement of the Monash City Council for the year ended 30 June 2020 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

**STUART JAMES**  
Mayor  
Dated: 25/08/2020

**GEOFF LAKE**  
Councillor  
Dated: 25/08/2020

**DR. ANDI DIAMOND**  
Chief Executive Officer  
Dated: 25/08/2020

# 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 the municipality for the year ended 30 June 2020</li> <li>• sustainable capacity indicators for the year ended 30 June 2020</li> <li>• service performance indicators for the year ended 30 June 2020</li> <li>• financial performance indicators for the year ended 30 June 2020</li> <li>• other information and</li> <li>• the certification of the performance statement.</li> </ul> <p>In my opinion, the performance statement of Monash City Council in respect of the year ended 30 June 2020 presents fairly, in all material respects, 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>. I and my staff 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 and 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 is 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 determines 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>

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

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

MELBOURNE  
 3 September 2020



Sanchu Chummar  
 as delegate for the Auditor-General of Victoria



SECTION  
SIX  
*Financials*



# 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: 25 August 2020

In our opinion the accompanying financial report presents fairly the financial transactions of Monash City Council for the year ended 30 June 2020 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.

Stuart James  
Mayor

Geoff Lake  
Councillor

Dr Andi Diamond  
Chief Executive Officer

Dated: 25 August 2020



## Independent Auditor's Report

### To the Councillors of Monash City Council

**Opinion** I have audited the financial report of Monash City Council (the council) which comprises the:

- balance sheet as at 30 June 2020
- comprehensive income statement for the year then ended
- statement of changes in equity for the year then ended
- statement of cashflows for the year then ended
- statement of capital works for the year then ended
- notes to the financial statements, including significant accounting policies
- certification of the financial report.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2020 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *Local Government Act 1989* and applicable Australian Accounting Standards.

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

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

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

**Councillors' responsibilities for the financial report** 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 *Local Government Act 1989*, 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.

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.

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

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

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

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

MELBOURNE  
3 September 2020



Sarichu Chummar  
as delegate for the Auditor-General of Victoria

## Comprehensive Income Statement

For the Year Ended 30 June 2020

	Note	2020 \$'000	2019 \$'000
<b>Revenue</b>			
Rates & Charges	3.1	125,594	121,187
Statutory Fees & Fines	3.2	11,813	10,906
User Fees	3.3	19,162	25,831
Grants - Operating	3.4	18,705	19,565
Grants - Capital	3.4	4,078	6,669
Contributions - monetary	3.5	11,241	9,837
Contributions - non-monetary	3.5	295	756
Net (loss)/gain on disposal of Property, Infrastructure, Plant & Equipment	3.6	457	343
Share of net profit/(loss) of joint operation accounted for by the equity method	6.3	(188)	(156)
Other Income	3.7	2,897	3,817
<b>Total Revenue</b>		<b>194,054</b>	<b>198,755</b>
<b>Expenses</b>			
Employee Costs	4.1	80,412	76,716
Materials & Services	4.2	69,925	73,127
Depreciation	4.3	29,519	27,481
Amortisation-Intangible Assets	4.4	1,101	789
Amortisation- Right Of Use Assets	4.5	1,069	-
Finance Costs-Leases	4.6	92	-
Other Expenses	4.7	657	683
<b>Total Expenses</b>		<b>182,775</b>	<b>178,796</b>
<b>Surplus for the year</b>		<b>11,279</b>	<b>19,959</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)	1,059	(153,194)
<b>Total Comprehensive result</b>		<b>12,338</b>	<b>(133,235)</b>

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

## Balance Sheet

As at 30 June 2020

	Note	2020 \$'000	2019 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	5.1	44,783	35,971
Trade & Other Receivables	5.1	14,365	9,463
Other Financial Assets	5.1	45,077	68,077
Non Current Assets Classified as held for sale	6.1	2,905	4,125
Other Assets	5.2	1,384	1,061
<b>Total Current Assets</b>		<b>108,514</b>	<b>118,697</b>
<b>Non-Current Assets</b>			
Investments in joint arrangement accounted for using the equity method	6.3	478	832
Property, Infrastructure, Plant & Equipment	6.2	3,220,439	3,191,940
Right Of Use Assets	5.7	8,150	-
Intangible Assets	5.2	4,907	3,327
Other Non Current Assets		51	-
<b>Total Non-Current Assets</b>		<b>3,234,025</b>	<b>3,196,099</b>
<b>TOTAL ASSETS</b>		<b>3,342,539</b>	<b>3,314,796</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	5.3	22,478	19,707
Trust Funds & Deposits	5.3	13,598	12,507
Unearned Income/Income in Advance	5.3	3,210	862
Provisions	5.4	16,431	16,996
Lease Liabilities	5.7	1,488	-
<b>Total Current Liabilities</b>		<b>57,205</b>	<b>50,072</b>
<b>Non-Current Liabilities</b>			
Provisions	5.4	2,974	1,247
Liabilities in joint arrangement accounted for using the equity method	6.3	1,896	2,062
Lease Liabilities	5.7	6,710	-
<b>Total Non-Current Liabilities</b>		<b>11,580</b>	<b>3,309</b>
<b>TOTAL LIABILITIES</b>		<b>68,785</b>	<b>53,381</b>
<b>NET ASSETS</b>		<b>3,273,754</b>	<b>3,261,415</b>
<b>EQUITY</b>			
Accumulated Surplus		1,014,469	1,002,133
Reserves	9.1	2,259,285	2,259,282
<b>TOTAL EQUITY</b>		<b>3,273,754</b>	<b>3,261,415</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 2020

Note	Total 2020 \$'000	Accumulated Surplus 2020 \$'000	Asset Revaluation Reserve 2020 \$'000	Other Reserves 2020 \$'000	Total 2019 \$'000	Accumulated Surplus 2019 \$'000	Asset Revaluation Reserve 2019 \$'000	Other Reserves 2019 \$'000
Balance at beginning of the Financial Year	3,261,415	1,002,133	2,231,223	28,059	3,394,650	985,589	2,384,417	24,644
Surplus for the year	11,279	11,279	-	-	19,959	19,959	-	-
Net Asset revaluation increment / (decrement)	1,059	-	1,059	-	(153,194)	-	(153,194)	-
Transfers from Reserves	-	11,698	-	(11,698)	-	6,600	-	(6,600)
Transfers to Reserves	-	(10,642)	-	10,642	-	(10,015)	-	10,015
<b>Balance at End of the Financial Year</b>	<b>3,273,754</b>	<b>1,014,469</b>	<b>2,232,282</b>	<b>27,003</b>	<b>3,261,415</b>	<b>1,002,133</b>	<b>2,231,223</b>	<b>28,059</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 2020

Note	2020 Inflows/ (Outflows) \$'000	2019 Inflows/ (Outflows) \$'000
<b>Cash Flows from Operating Activities</b>		
Rates & Charges	122,449	120,549
Statutory Fees & Fines	11,813	10,906
User Fees	18,537	25,702
Grants - Operating	21,066	19,032
Grants - Capital	4,091	6,128
Contributions-monetary	11,241	9,837
Interest Received	1,915	2,696
Trusts and Refundable Deposits taken	935	1,069
Other Receipts	1,128	1,380
Net GST Refund	9,648	9,749
Employee Costs	(82,787)	(76,148)
Materials, Services and Contracts Paid	(79,215)	(79,173)
Trusts and Refundable Deposits repaid	156	(37)
Other Payments	(657)	(683)
<b>Net cash used by operating activities</b>	<b>9.2 40,320</b>	<b>51,007</b>
<b>Cash Flows from Investing Activities</b>		
(Payments for) / Proceeds from Investment(Net)	23,000	(15,075)
Payments for Acquisition of Property, Infrastructure, Plant and Equipment	(55,257)	(38,856)
Proceeds from Sale of Property, Infrastructure, Plant and Equipment	1,863	2,032
<b>Net cash used by investing activities</b>	<b>(30,394)</b>	<b>(51,899)</b>
<b>Cash Flows from financing Activities</b>		
Interest paid-lease liability	(92)	-
Repayment of lease liabilities	(1,021)	-
<b>Net cash used by financing activities</b>	<b>(1,113)</b>	<b>-</b>
<b>Net (decrease) increase in cash and cash equivalents</b>	<b>8,813</b>	<b>(892)</b>
Cash and cash equivalents at the beginning of the financial year	35,971	36,863
<b>Cash and Cash equivalents at the end of the financial year</b>	<b>5.1 (a) 44,783</b>	<b>35,971</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 2020

	2020	2019
	\$'000	\$'000
<b>Property</b>		
Land Improvements	13	12
Buildings & Building Improvements	30,317	9,475
<b>Total property</b>	<b>30,330</b>	<b>9,487</b>
<b>Plant and equipment</b>		
Plant, machinery and equipment	2,002	3,105
Fixtures, fittings and furniture	644	663
Computers and telecommunications	5,797	3,866
Library books	1,271	1,288
<b>Total plant and equipment</b>	<b>9,714</b>	<b>8,922</b>
<b>Infrastructure</b>		
Roads	5,693	8,050
Bridges	116	63
Footpaths and cycleways	5,361	6,709
Drainage	1,955	1,948
Recreational, leisure and community facilities	4,116	3,019
Waste management	212	7
Parks, open space and streetscapes	3,178	3,062
Off street car parks	1	277
Other infrastructure	265	16
<b>Total infrastructure</b>	<b>20,897</b>	<b>23,151</b>
<b>Total capital works expenditure</b>	<b>60,941</b>	<b>41,560</b>
Less transferred to operating as unable to capitalise from work in progress	(1,404)	(877)
<b>Adjusted Balance of Capital Works Expenditure</b>	<b>59,537</b>	<b>40,683</b>
<b>Represented by:</b>		
New asset expenditure	3,093	-
Asset renewal expenditure	39,268	31,054
Asset expansion expenditure	5,247	2,094
Asset upgrade expenditure	13,333	8,412
<b>Total capital works expenditure</b>	<b>60,941</b>	<b>41,560</b>
Less transferred to operating as unable to capitalise from work in progress	(1,404)	(877)
<b>Adjusted Balance of Capital Works Expenditure</b>	<b>59,537</b>	<b>40,683</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 2020

#### 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.

#### COVID-19 IMPACTS ON COUNCIL

The COVID-19 pandemic has had a significant impact on our residents, businesses and organisations. In response to those impacts Council reframed its hardship policy to provide support to the community, including deferral, on application, for rate payments and fees and charges that will help sustain residents who are living in a new reality. We do not believe that these measures will have a material effect on Council's overall finances going forward.

In line with government restrictions due to COVID-19, Council reduced its operating costs at its aquatic and leisure centres, and closed other public facilities such as libraries, halls and golf courses. These facilities are mostly funded from fee paying clients so our revenues were also significantly reduced. As we navigate through recovery, there will be financial impacts on the 2020/21 budget and beyond.

Despite these challenges, the majority of important Council services including waste and recycling, road and drain maintenance and, community services have continued to be delivered. These include home care and meals on wheels, child immunisation, parks and garden maintenance, and customer service.

Throughout the document we have made reference to the COVID-19 financial impacts with additional disclosure. (refer to Note 1, Note 5.1, Note 6.2 & Note 8.5)

#### 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)
- » The determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- » The determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.7)

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 (except where transitional requirements of AASB 15 Revenue from Contracts with Customers, AASB 16 Leases and AASB 1058 Income of Not-for-Profit Entities do not require restatement of comparatives under the modified retrospective approach adopted by the Council), and disclosure has been made of any material changes to comparatives.

# Notes to the Financial Report

## For the Year Ended 30 June 2020

### NOTE 1 PERFORMANCE AGAINST BUDGET

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 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 25 June 2019. 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 2020 \$'000	Actual 2020 \$'000	Variance 2020 \$'000	Variance 2020 %	Ref
<b>Income</b>					
Rates and charges	125,740	125,594	(146)	-0.1%	
Statutory fees and fines	10,596	11,813	1,217	11.5%	1
User fees	24,467	19,162	(5,305)	-21.7%	2
Contributions - monetary	6,587	11,241	4,654	70.7%	3
Contributions - non monetary	-	295	295	-100.0%	
Grants - Operating (recurrent)	15,558	18,036	2,478	15.9%	4
Grants - Operating (non-recurrent)	781	669	(112)	-14.3%	5
Grants - Capital (recurrent)	1,304	2,062	758	58.1%	6
Grants - Capital (non-recurrent)	2,239	2,016	(223)	-10.0%	7
Other Revenue	3,367	2,897	(470)	-14.0%	8
Profit from Sale of Assets		457	457	0.0%	
Share of net loss of joint operation		(188)	(188)	0.0%	
<b>Total income</b>	<b>190,639</b>	<b>194,054</b>	<b>3,415</b>	<b>1.8%</b>	
<b>Expenses</b>					
Employee costs	80,717	80,412	305	0.4%	
Materials, Services & Contracts	70,117	69,925	192	0.3%	
Depreciation	28,872	29,519	(647)	-2.2%	
Amortisation - intangible assets	920	1,101	(181)	0.0%	
Amortisation - right of use assets	-	1,069	(1,069)	0.0%	9
Finance Costs - leases	-	92	(92)	0.0%	
Other Expenses	773	657	116	15.0%	10
<b>Total expenses</b>	<b>181,399</b>	<b>182,775</b>	<b>(1,376)</b>	<b>-0.8%</b>	
<b>Surplus for the year</b>	<b>9,240</b>	<b>11,279</b>	<b>2,039</b>	<b>22.1%</b>	

# Notes to the Financial Report

## For the Year Ended 30 June 2020

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

Variance Ref	Item	Explanation
1	Statutory fees and fines	Statutory fees and fines through car parking infringements were better than budgeted by \$0.2M, in addition to court recovered income of \$0.93M. Planning income related to swimming pool inspections and compliance was additional during the year of which \$0.23M was achieved as well as asset protection income of \$0.08M. These favourable budget variances were partially offset by an unfavourable budget variance in town planning applications due to a decline in development activity, this was approximately \$0.19M.
2	User Fees	With the restrictions imposed by the State Government to control the spread of the COVID-19 virus, this saw a number of Council facilities temporarily closed. These services included the leisure and aquatic centres, libraries, golf courses, recreation centres, community halls and Monash Gallery of Art. These impacts resulted in lower than budgeted user fees of \$5.3M, with predominantly the impact felt at Council's 3 aquatic and leisure centres of \$3.57M variance to budget. Other income areas effected by the COVID-19 restrictions included the hire and rental charges (\$0.37M) and service charges at Council's child care centre (\$0.61M), however this was supplemented by additional grant funding as the Government was providing additional child care relief during the pandemic. User fees also dropped due to ceasing the family day care service from January 2020 (\$0.34M) and lower than budgeted income received at the waste transfer station (\$0.21M).
3	Contributions-monetary	Contributions -monetary have exceeded the budget in public open space contributions (\$5.43M) predominantly from large developments and in addition to unbudgeted capital contributions related to the redevelopment of the Oakleigh Recreation Centre (\$0.25M), car parking project at Clapham Road Oakleigh (\$0.91M) and Princes Hwy Reserve scoreboard (\$0.065M). This is partially offset by an unfavourable variance to budget in parking contributions (\$1.3M).
4	Grants- Operating (recurrent)	Operating grants (recurrent) are higher than budget by \$2.48M mostly related to the advance receipt of \$2.22M Financial Assistance Grant funding allocation for 2020/21. Additional growth subsidy of \$0.14M for home and community care, children and family services related to child care grants (\$0.37M).
5	Grants- Operating (non-recurrent)	Operating grants (non-recurrent) are lower than budget by \$0.112M or 14.3%, mostly related to unspent grants for a feasibility study at the Monash Gallery of Art (\$0.42M). The unspent portion of funds have been recognised in the Balance Sheet under the new Accounting Standards AASB 15 Revenue from Contracts with Customers. This unfavourable variance is partially offset by additional support funding related to COVID-19 through Working for Victoria grant and additional meals (total \$0.28M) funding was received. In addition, receipt of unbudgeted funding associated with gender equality, community leaders unioned by sports club grant and free from violence funding (\$0.18M) was also received during the year.
6	Grants- Capital (recurrent)	Capital grants (recurrent) is \$0.75M over budget mainly due to the advance payment of the 2020/21 Financial Assistance Grant funding allocation paid in 2019/20 (\$0.64M).
7	Grants- Capital (non-recurrent)	Capital Grants (non-recurrent) is lower than budget by \$0.22M as most of these were tied funding and have been transferred to unspent grants in the Balance Sheet. These in particular are the funding related to the redevelopment project at the Oakleigh Recreation Centre (\$0.25M), Mulgrave Reserve Pavilion (\$0.1M) and the Caloola Reserve project (\$0.12M). The lower than budgeted grant income is partially offset by unbudgeted grant related to the Safety System Road Infrastructure Program (SSRIP) which was a joint TAC and VicRoads project to upgrade high risk roads (\$0.26M).
8	Other Revenue	Other revenue was under budget by \$0.37M as interest on investment underperformed due to lower than budgeted interest rates and did not achieve budget by \$0.6M. This is partially offset by a favourable budget variance related to donations through Creative Partnerships Australia.
9	Amortisation-right of use assets	The 2019/20 year was the first year of implementing the reporting requirements of the new accounting standard on Leases (AASB 16 Leases). This was not budgeted and shows an overspend of \$1.02M. The new standard requires leases to be recognised as assets in the balance sheet, these items include printers, gym equipment and building leases. It is an accounting measure which attempts to allocate the value of an asset over its useful life.
10	Other Expenses	Other expenses are favourable to budget by \$0.17M or 15% mostly due to delaying planned internal audit reviews as COVID-19 restrictions prevented progressing the 2019/20 audit program.

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

### 1.2 CAPITAL WORKS

	Budget 2020 \$'000	Actual 2020 \$'000	Variance 2020 \$'000	Variance 2020 %	Ref
<b>Property</b>					
Land Improvements	36	13	23	100.0%	
Buildings & Building improvements	33,668	30,317	3,351	10.0%	1
<b>Total Property</b>	33,704	30,330	3,374	10.0%	
<b>Plant and Equipment</b>					
Plant, machinery and equipment	3,004	2,002	1,002	33.4%	2
Fixtures, fittings and furniture	642	644	(2)	-0.3%	
Computers and telecommunications	5,598	5,797	(199)	-3.6%	
Library books	1,325	1,271	54		
<b>Total Plant and Equipment</b>	10,569	9,714	855	8.1%	
<b>Infrastructure</b>					
Roads	4,422	5,693	(1,271)	-28.7%	3
Bridges	115	116	(1)	-0.9%	
Footpaths and cycleways	5,568	5,361	207	3.7%	
Drainage	2,116	1,955	161	7.6%	
Recreational, leisure and community facilities	3,247	4,116	(869)	-26.8%	4
Waste management	236	212	24	10.2%	5
Parks, open space and streetscapes	3,030	3,178	(148)	-4.9%	
Off street car parks	-	1	(1)	0.0%	
Other infrastructure	433	265	168	38.8%	6
<b>Total Infrastructure</b>	19,167	20,897	(1,730)	-9.0%	
<b>Total Capital Works Expenditure</b>	<b>63,440</b>	<b>60,941</b>	<b>2,499</b>	3.9%	
Less transferred to operating as unable to capitalise from work in progress	-	(1,404)	1,404		
<b>Adjusted Balance of Capital Works Expenditure</b>	<b>63,440</b>	<b>59,537</b>	<b>3,903</b>	6.2%	
<b>Represented by:</b>					
New asset expenditure	3,220	3,093	127	3.9%	
Asset renewal expenditure	40,878	39,268	1,610	3.9%	
Asset expansion expenditure	5,462	5,247	215	3.9%	
Asset upgrade expenditure	13,880	13,333	547	3.9%	
<b>Total Capital Works Expenditure</b>	<b>63,440</b>	<b>60,941</b>	<b>2,372</b>	3.7%	
Less transferred to operating as unable to capitalise from work in progress	-	(1,404)	1,404		
<b>Adjusted Balance of Capital Works Expenditure</b>	<b>63,440</b>	<b>59,537</b>	<b>3,776</b>	6.0%	

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

### (i) Explanation of material variations

Variance Ref	Item	Explanation
1	Buildings & Building improvements	The Montclair Avenue Multi-Level Car Park project was suspended by Council for 6 months awaiting a clearer direction on the Suburban Rail Loop project and determination of the preferred underground station envelope, resulting in an underspend of \$1.7M; \$1.8M underspend on Caloola Reserve multi-sport pavilion is due to delay in commencement of construction in 2019/20. The delay was due to necessary extended user group consultation and review of the pavilion design to ensure the final layout met user requirements within available budgets. Oakleigh Recreation Centre Redevelopment additional expenditure (\$1.2M) is due to additional required works (Electrical, Mechanical and Fire services). Central Reserve Grandstand project was an unbudgeted project (\$1.1M). Work had commenced the previous year (2018/19) on the design which required further negotiation and user group engagement (Waverley Gem Club & Woodworkers Group) to amend the design to provide a cost efficient design. The total overspend in the Building & Building Improvements category was offset to other projects that are underspent or for incomplete projects have been carried forward to FY20-21.
2	Plant, machinery and equipment	Planned purchases of equipment within the fleet and plant renewal program were delayed due to COVID-19 related border closures, this resulted in an underspend of \$0.9M in the program which will be carried over to 2020/21.
3	Roads	The overall roads capital spend was over budget by \$1.27M. This is due mainly to Atherton Road - Road Reconstruction Project (\$1.18M). During the delivery of the works various problems / latent conditions were encountered that required additional funding to complete incl: investigation and removal of a large number of additional plane trees, asbestos pipe removals, night works, additional bluestone edging works, communications & electrical conduits for smart city integration, traffic signal renewal, root barrier & strata vault installations, drainage alignment alterations, significant road pavement reconstruction, service alterations, associated traffic management & delay costs incurred in delivering the above.
4	Recreational, leisure and community facilities	Three major unbudgeted projects were incorporated into the Capital Works Program in 2019/20, including Gladeswood Reserve Baseball Improvements (\$0.4M) - Funded by Monash University to enable baseball to be relocated from their Monash University Campus in Clayton which was earmarked to be utilised for the new Monash Heart Hospital. The project wasn't identified until after adoption of the 2019/20 budget; Gardiners Reserve Modular Change Rooms (\$0.2M) The Eastern Lions Soccer Club seniors in the 2019 season won the right to be promoted in the top level of NPL in 2020. This was known by Council in September 2019. As a result of being promoted Football Victoria has provided Council with the minimum facility standards required for clubs playing at this level. Wellington Reserve Sportsground Lighting Upgrade (\$0.3M) - through condition assessments the existing lighting towers were assessed and found to be structurally at the end of their life. The project was identified as a priority as part of the structures renewal program of works but a pole collapse occurred which esaclated this site to be undertaken during the 2019/20 FY.
5	Waste Management	The waste management capital program (underspent by \$0.02M) relates to reactive management of post closure landfill sites and fluctuates based on the required works in a given period.
6	Other Infrastructure	Other infrastructure capital expenditure is under budget by 39.1% with the program of works identified in 2018/19 able to be delivered in the 2019/20 FY at a lower cost than originally forecast. The surplus funds were identified and partially reallocated to other infrastrucutre projects in this category during the period. The remaining surplus funds will be carried forward into 2020/21 to support the delivery of priority projects identified out of the structures condition audits scheduled for 2020/21.

## 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 Urban Design and Architecture.

### Infrastructure and Environment 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.

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

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

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2020</b>					
Chief Executive	695	21,195	(20,500)	-	-
Corporate Services	132,828	39,504	93,324	4,550	3,225,346
Community Development and Services	24,118	41,587	(17,469)	13,537	-
City Development	14,704	17,186	(2,482)	614	-
Infrastructure and Environment Services	21,709	63,303	(41,594)	4,082	-
	<b>194,054</b>	<b>182,775</b>	<b>11,279</b>	<b>22,783</b>	<b>3,225,346</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 & Services	30,266	42,807	(12,541)	14,498	-
City Development	14,370	20,947	(6,577)	727	-
Infrastructure and Environment 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>

Notes to the Financial Report  
For the Year Ended 30 June 2020

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

	2020	2019
	\$'000	\$'000

**3.1 RATES AND CHARGES**

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the value of the land and all improvements. The valuation base used to calculate general rates for 2019/20 was \$ 76.695 billion (2018/19 \$81.964 billion). The 2019/20 rate in the dollar for residential was \$0.00158350 (2018/19 \$0.00141486 and for other properties \$0.00179606 (2018/19 \$0.00175623).

General Rates	122,927	118,617
Cultural & Recreational	266	206
Supplementary rates & rate adjustments	896	886
Recycling Levy	1,505	1,478
<b>Total Rates and Charges</b>	<b>125,594</b>	<b>121,187</b>

The date of the latest general revaluation of land for rating purposes within the municipality is 1 January 2019 and the valuation was first applied in the rating year commencing 1 July 2019. 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	6,262	6,557
Court Recoveries	1,588	593
Town Planning Fees	3,130	2,906
Land Information Certificates	147	135
Permits	686	715
<b>Total Statutory Fees and Fines</b>	<b>11,813</b>	<b>10,906</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	2,516	3,073
Recreation Fees	7,717	11,691
Waste Transfer Station	2,553	2,472
Building Services Fees	1,686	1,822
Library Fees and Fines	126	174
Bin Charges	1,754	1,630
Lease Charges	493	517
Hire and Rental Charges	564	1,072
Other Fees and Charges	1,753	3,380
<b>Total User Fees</b>	<b>19,162</b>	<b>25,831</b>

User fees by timing of revenue recognition		
User fees recognised over time	292	174
User fees recognised at a point in time	18,870	25,657
<b>Total User Fees</b>	<b>19,162</b>	<b>25,831</b>

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

Notes to the Financial Report  
For the Year Ended 30 June 2020

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

	2020	2019
	\$'000	\$'000

**3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT**

Grants were received in respect of the following:

**Summary of grants**

Commonwealth funded grants	16,860	15,407
State funded grants	7,212	10,827
<b>Total grants received</b>	<b>22,783</b>	<b>26,234</b>

**(a) Operating Grants**

*Recurrent - Commonwealth Government*

Financial Assistance Grants	4,286	4,164
Family and Children	1,672	2,217
General Home Care	7,572	7,191

*Recurrent - State Government*

Family and Children	224	223
Maternal & child health	1,357	1,442
Libraries	1,218	1,188
General Home care	817	1,023
Youth Services	60	392
School crossing supervisors	574	550
Other	256	317

**Total recurrent operating grants**

**18,036 18,707**

*Non Recurrent - Commonwealth Government*

Family and Children	-	-
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*Non Recurrent - State Government*

Community	197	342
Youth services	163	209
Recycling relief grant	29	10
Other	280	297

**Total non-recurrent operating grants**

**669 858**

**Total operating grants**

**18,705 19,565**



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

	2020	2019
	\$'000	\$'000
<b>3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (Cont'd)</b>		
<b>(b) Capital Grants</b>		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	807	561
Financial Assistance Grants - Local Roads	1,234	1,274
<i>Recurrent - State Government</i>		
Libraries	21	22
<b>Total recurrent capital grants</b>	<b>2,062</b>	<b>1,857</b>
<i>Non Recurrent - State Government</i>		
Buildings & Building improvements	1,289	610
Computers and Telecommunications	114	374
Fixtures Fittings and Furniture	14	-
Footpaths and Cycleway	248	2,250
Parks & Open space and streetscapes	171	30
Recreational & Leisure and community facilities	92	554
Roads	25	980
Other infrastructure	63	14
<b>Total non recurrent capital grants</b>	<b>2,016</b>	<b>4,812</b>
<b>Total capital grants</b>	<b>4,078</b>	<b>6,669</b>
<b>Total Grants</b>	<b>22,783</b>	<b>26,234</b>
<b>(c) Unspent grants received on condition that they be spent in a specific manner</b>		
<b>Operating</b>		
Balance at start of year	940	89
Received during the financial year and remained unspent at balance date	1,879	940
Received in prior years and spent during the financial year	(940)	(89)
<b>Balance at year end</b>	<b>1,879</b>	<b>940</b>
<b>Capital</b>		
Balance at start of year	1,155	2,776
Received during the financial year and remained unspent at balance date	485	1,155
Received in prior years and spent during the financial year	(1,155)	(2,776)
<b>Balance at year end</b>	<b>485</b>	<b>1,155</b>

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.

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

	2020	2019
	\$'000	\$'000
<b>3.5 CONTRIBUTIONS</b>		
Monetary	11,241	9,837
Non-monetary	295	756
<b>Total Contributions</b>	<b>11,536</b>	<b>10,593</b>
Contributions of non-monetary assets were received in relation to the following asset classes.		
Infrastructure	77	435
Other	218	321
<b>Total Non-Monetary Contributions</b>	<b>295</b>	<b>756</b>
Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.		
<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	1,401	1,249
Sale Cost	(33)	(16)
Written Down Value of Assets Disposed	(1,229)	(1,184)
Write back of Revaluation on Assets Disposed	78	164
Gain on Disposal of Land & Buildings	217	213
<b>Plant &amp; Equipment</b>		
Proceeds from Sale of Assets	496	783
Written Down Value of Assets Disposed	(255)	(649)
Gain on Disposal of Plant and Equipment	241	134
<b>Infrastructure</b>		
Written Down Value of Assets Disposed	-	(3)
Gain on Disposal of Infrastructure and Plant and Equipment	-	(3)
<b>Total</b>		
Proceeds from Sale of Assets	1,863	2,032
Write back of Revaluation on Assets Disposed	78	164
Written Down Value of Assets Disposed	(1,484)	(1,853)
<b>Total Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant and Equipment</b>	<b>457</b>	<b>343</b>
The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.		
<b>3.7 OTHER INCOME</b>		
Investment Interest	1,517	2,314
Rates and Charges Interest	398	382
Other Income	982	1,121
<b>Total Other Income</b>	<b>2,897</b>	<b>3,817</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 2020

**NOTE 4 THE COST OF DELIVERING SERVICES**

	2020	2019
	\$'000	\$'000
<b>4.1 (a) EMPLOYEE COSTS</b>		
Salaries and Wages	67,525	61,858
Work cover *	1,780	839
Casual staff	5,141	6,664
Superannuation	6,236	5,885
Fringe Benefits Tax	276	275
Long Service Leave	1,247	2,210
Other Employee Related costs	922	961
	83,127	78,692
Less: Amounts capitalised (non-current assets constructed by Council)	(2,715)	(1,976)
<b>Total Employee Costs</b>	<b>80,412</b>	<b>76,716</b>
* 2019/20 WorkCover expense includes a one-off payment of \$488K that relates to a debt to Worksafe from 2017-2019 capped premium obligation.		
<b>4.1 (b) SUPERANNUATION</b>		
Council made contributions to the following funds:		
<b>Defined benefit fund</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	447	467
	<b>447</b>	<b>467</b>
Employer contributions at payable date	-	-
<b>Accumulation funds</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,378	3,243
Employer contributions - other funds	2,369	2,175
	<b>5,747</b>	<b>5,418</b>
Employer contributions at payable date	132	1,411
Refer to note 9.3 for further information relating to Council's superannuation obligations.		
<b>4.2 MATERIALS AND SERVICES</b>		
Waste Management Services	18,721	17,164
Building Maintenance	7,173	6,281
General Maintenance	10,939	10,093
Local Law Services	4,958	8,080
Fleet Management	821	894
Legal costs	1,341	1,323
General Administration Costs	9,918	11,683
Consultants	1,564	1,565
Utilities	4,200	4,853
Insurance	1,914	1,811
Information Technology	5,008	5,695
Bad and doubtful debts	13	28
Other	3,356	3,657
<b>Total Materials and Services</b>	<b>69,925</b>	<b>73,127</b>

Notes to the Financial Report  
For the Year Ended 30 June 2020

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

	2020	2019	
	Ref	\$'000	\$'000
<b>4.3 DEPRECIATION</b>			
Buildings		7,473	7,577
Plant and Equipment		6,125	5,715
Infrastructure		15,921	14,189
<b>Total Depreciation</b>		<b>29,519</b>	<b>27,481</b>
<b>4.4 AMORTISATION - INTANGIBLE ASSETS</b>			
Intangible Assets		1,101	789
<b>Total Amortisation - Intangible assets</b>		<b>1,101</b>	<b>789</b>
<b>4.5 AMORTISATION - RIGHT OF USE ASSETS</b>			
Property		468	-
Gym Equipment		221	-
Waste Contract - Vehicles		184	-
Printers		196	-
<b>Total Amortisation - Right of use assets</b>		<b>1,069</b>	-
<b>4.6 FINANCE COSTS - LEASES</b>			
Interest - Lease Liabilities	5.7	92	-
<b>Total Finance Costs</b>		<b>92</b>	-
<b>4.7 OTHER EXPENSES</b>			
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals		71	71
Auditors Remuneration - Internal		133	170
Councillor Allowances		453	442
<b>Total Other Expenses</b>		<b>657</b>	<b>683</b>

Notes to the Financial Report  
For the Year Ended 30 June 2020

**NOTE 5 OUR FINANCIAL POSITION**

	2020	2019
	\$'000	\$'000
<b>5.1 FINANCIAL ASSETS</b>		
<b>(a) Cash and Cash Equivalents</b>		
Cash at bank	2,764	2,955
Cash on hand	19	16
Short term deposits (with a maturity date of 90 Days or less)	42,000	33,000
<b>Total Cash and Cash Equivalents</b>	<b>44,783</b>	<b>35,971</b>
<b>(b) Other Financial Assets</b>		
Term deposits - Current	45,000	68,000
Other	77	77
<b>Total Other Financial Assets</b>	<b>45,077</b>	<b>68,077</b>
<b>Total Financial Assets</b>	<b>89,860</b>	<b>104,048</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)	13,598	12,507
Statutory Reserves	16,999	13,310
Total Restricted funds	<b>30,597</b>	<b>25,817</b>
Total Unrestricted Cash and Cash Equivalents	<b>14,186</b>	<b>10,154</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**

<b>Current</b>		
<b>Statutory Receivables</b>		
Rates Receivable	8,002	4,899
Parking Infringements	9,884	8,206
Less: Provision for Doubtful Debts	(7,984)	(7,304)
	9,902	5,801
<b>Non-Statutory Receivables</b>		
Sundry debtors	2,649	2,804
Less: Provision for Doubtful Debts	(85)	(79)
New GST Receivable	1,899	937
	4,463	3,662
<b>Total Trade and Other Receivables</b>	<b>14,365</b>	<b>9,463</b>

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

In response to the impacts of the COVID-19 pandemic, Council reframed its hardship policy to provide support to the community, including deferral, on application, for rate payments and fees and charges that will help sustain residents who are living in a new reality. This has had an impact on the balance of rates receivable as at 30 June 2020, increasing by \$3.1M over 2018/19. The deferment provisions provide relief until June 2021 and the rates receivable balance is expected to return to be consistent with previous years.

Notes to the Financial Report  
For the Year Ended 30 June 2020

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

	2020	2019
	\$'000	\$'000
<b>5.1 FINANCIAL ASSETS (Cont'd)</b>		
<b>(a) Ageing of Receivables</b>		
The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:		
Current (not yet overdue)	3,968	2,774
Past due by up to 30 days	137	371
Past due between 31 and 180 days	443	596
<b>Total Trade &amp; Other Receivables</b>	<b>4,548</b>	<b>3,741</b>
<b>Movement in Receivables Provision for Doubtful Debts</b>		
Balance at the beginning of the year	79	61
Provisions adjusted during the year	6	18
<b>Balance at the end of year</b>	<b>85</b>	<b>79</b>
<b>Movement in provisions for doubtful debts</b>		
Balance at the beginning of the year	7,383	5,622
New provisions recognised during the year	691	1,770
Amounts already provided for and written off as uncollectible	(5)	(9)
Balance at end of year	8,069	7,383

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment. Bad debts are written off when identified.

**(b) Ageing of individually impaired Receivables**

At balance date there were no other debtors representing financial assets that were impaired (2018/19 Nil).

Notes to the Financial Report  
For the Year Ended 30 June 2020

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

	2020	2019
	\$'000	\$'000
<b>5.2 NON-FINANCIAL ASSETS</b>		
<b>(a) Other Assets</b>		
Accrued Income	527	732
Prepayments	743	266
Other	114	63
<b>Total Other Assets</b>	<b>1,384</b>	<b>1,061</b>
<b>(b) Intangible Assets</b>		
<b>Software</b>		
<b>Gross carrying amount</b>		
Balance as at 1 July	5,212	4,566
Additions	1,965	646
	7,177	5,212
Work in Progress	1,739	1,023
Balance as at 30 June	8,916	6,235
<b>Accumulated amortisation</b>		
Balance as at 1 July	(2,908)	(2,119)
Amortisation expense	(1,101)	(789)
Balance as at 30 June	(4,009)	(2,908)
<b>Net book value as at 30 June</b>	<b>4,907</b>	<b>3,327</b>

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

**5.3 PAYABLES**

**(a) Trade and Other Payables**

Operating Payables	9,322	7,835
Capital Payables	8,436	5,990
Employee Costs	3,051	3,869
Parking Infringements	1,669	2,013
<b>Total Trade and Other Payables</b>	<b>22,478</b>	<b>19,707</b>

**(b) Trust Funds and Deposits**

Refundable Deposits	12,374	10,537
Retention Amounts	665	1,561
Fire Services Property Levy	462	306
Other Refundable Deposits	97	103
<b>Total Trust Funds and Deposits</b>	<b>13,598</b>	<b>12,507</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.

Notes to the Financial Report  
For the Year Ended 30 June 2020

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

	2020	2019
	\$'000	\$'000
<b>5.3 PAYABLES (Cont'd)</b>		
<b>Purpose and nature of items</b>		
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 lapsing 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.		
<b>(c) Unearned Income/Income in Advance</b>		
Grants received in advance - operating	1,879	-
Grants received in advance - capital	485	-
Aquatic Facilities Membership and Learn-to Swim	206	158
Rates Paid in Advance	640	577
Other	-	127
<b>Total Unearned Income/Income in Advance</b>	<b>3,210</b>	<b>862</b>

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

**5.4 PROVISIONS**

**2020**

Balance at beginning of the financial year	(5,781)	(12,462)	(18,243)
Additional provisions	(5,482)	(1,247)	(6,729)
Amounts used	4,609	1,417	6,026
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	(194)	(265)	(459)
<b>Balance at the end of the financial year</b>	<b>(6,848)</b>	<b>(12,557)</b>	<b>(19,405)</b>

**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
Decrease 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>

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

	2020	2019
	\$'000	\$'000
<b>5.4 PROVISIONS (Cont'd)</b>		
<b>(a) Employee Provisions</b>		
<b>Current provisions expected to be wholly settled within 12 months</b>		
Annual leave	5,059	4,387
Long service leave	2,012	2,355
	7,071	6,742
<b>Current provisions expected to be wholly settled after 12 months</b>		
Annual leave	1,790	1,394
Long service leave	7,570	8,860
	9,360	10,254
<b>Total Current Provisions</b>	<b>16,431</b>	<b>16,996</b>
<b>Non-Current</b>		
Long service leave	2,974	1,247
<b>Total Non-Current Provisions</b>	<b>2,974</b>	<b>1,247</b>

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

### Wages and salaries and annual leave

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

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at 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	2.25%	2.50%
Weighted average discount rates	0.29%	1.78%
Weighted average settlement period	2-5 Years	2-5 Years

## 5.5 FINANCING ARRANGEMENTS

The Council has the following funding arrangements in place.

Credit card facilities	100	100
Other facilities	7,500	7,500
<b>Total facilities</b>	<b>7,600</b>	<b>7,600</b>
Used facilities		
Unused facilities	16	14
	7,584	7,586

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

## 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.

### 2020

<b>Operating</b>					
Cleaning Services	448	-	-	-	448
Domestic Waste Collection	16,045	11,959	39,336	14,401	81,741
Other Operating Services	3,257	1,692	822	100	5,871
Printing & IT Infrastructure	3,741	2,898	1,669	-	8,308
Recycling	3,510	1,027	1,078	-	5,615
Repairs & Maintenance	4,077	874	-	-	4,951
Supply Meals/Foodstuffs	474	474	474	-	1,422
Traffic & Parking Management	3,772	1,040	-	-	4,812
Utilities & Fuel	1,280	-	-	-	1,280
<b>Total Operating</b>	<b>36,604</b>	<b>19,964</b>	<b>43,379</b>	<b>14,501</b>	<b>114,448</b>
<b>Capital</b>					
Buildings	6,804	-	-	-	6,804
Infrastructure	2,290	2,456	5,108	-	9,854
Roads	37	-	-	-	37
<b>Total Capital</b>	<b>9,131</b>	<b>2,456</b>	<b>5,108</b>	<b>-</b>	<b>16,695</b>

### 2019

<b>Operating</b>					
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>
<b>Capital</b>					
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>0</b>	<b>-</b>	<b>25,787</b>

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

### 5.7 LEASE

#### Policy applicable before 1 July 2019

As a lessee, council classifies leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to council.

Operating lease payments, including any contingent rentals, were recognised as an expense in the comprehensive income statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset was not recognised in the balance sheet.

All incentives for the agreement of a new or renewed operating lease were recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments.

In the event that lease incentives were received to enter into operating leases, the aggregate cost of incentives were recognised as a reduction of rental expense over the lease term on a straight-line basis, unless another systematic basis was more representative of the time pattern in which economic benefits from the leased asset were consumed."

#### Policy applicable after 1 July 2019

Council has applied AASB 16 Leases using a modified retrospective approach with the cumulative effect of initial application recognised as an adjustment to the opening balance of accumulated surplus at 1 July 2019, with no restatement of comparative information. The council applied the approach consistently to all leases in which it is a lessee.

On transition to AASB 16 Leases, Council elected to apply the practical expedient to 'grandfather' the assessment of which transactions are leases. The council has applied this practical expedient to all of its contracts and therefore applied AASB 16 Leases only to contracts that were previously identified as leases.

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

The contract involves the use of an identified asset.

The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use.

The customer has the right to direct the use of asset.

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

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

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

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

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

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

### 5.7 LEASE (Cont'd)

#### Policy applicable after 1 July 2019 (Cont'd)

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

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

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

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

	Property \$'000	Waste Contract - Vehicles \$'000	Gym Equipment \$'000	Printers \$'000	Total \$'000
<b>Right-of-Use Assets</b>					
Balance at 1 July 2019	1,559	6,625	529	505	9,218
Amortisation charge	468	184	221	196	1,069
Balance at 30 June 2020	<b>1,091</b>	<b>6,441</b>	<b>308</b>	<b>309</b>	<b>8,150</b>
<b>Lease Liabilities</b>					<b>2020</b>
Maturity analysis - contractual undiscounted cash flows					<b>\$'000</b>
Less than one year					1,488
One to five years					4,593
More than five years					2,117
Total undiscounted lease liabilities as at 30 June:					<b>8,198</b>
Lease liabilities included in the Balance Sheet at 30 June:					
Current					1,488
Non-current					6,710
Total lease liabilities					<b>8,198</b>

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

### 5.7 LEASE (Cont'd)

#### i. Leases classified as operating leases under AASB 117 Leases

At transition, lease liabilities were measured at the present value of the remaining lease payments, discounted at Council's incremental borrowing rate as at 1 July 2019. Right-of-use assets are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments. Council applied this approach to all applicable leases.

Council used the following practical expedients when applying AASB 16 Leases to leases previously classified as operating leases under AASB 117 Leases.

Applied a single discount rate to a portfolio of leases with similar characteristics.

Adjusted the right-of-use assets by the amount of AASB 137 Provisions, Contingent Liabilities and Contingent Assets onerous contract provision immediately before the date of initial application, as an alternative to an impairment review.

Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term.

Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

#### ii. Leases previously classified as finance leases

For leases that were classified as finance leases under AASB 117 Leases, the carrying amount of the right-of-use asset and the lease liability at 1 July 2019 are determined at the carrying amount of the lease asset and lease liability under AASB 117 Leases immediately before that date.

Council is not required to make any adjustments on transition to AASB 16 Leases for leases in which it acts as a lessor, except for a sub-lease. Council accounted for its leases in accordance with AASB 16 Leases from the date of initial application.

#### Impact on financial statements

On transition to AASB 16 Leases, Council recognised an additional \$8,150M of right-of-use assets and \$8,198M of lease liabilities, recognising the difference in retained earnings.

When measuring lease liabilities, Council discounted lease payments using its incremental borrowing rate at 1 July 2019. The weighted-average rate applied is 2.44%.

	2019
Operating lease commitment at 30 June 2019 as disclosed in Council's financial statements	\$'000
Lease liability recognised as at 30 June 2019	2,096
	<b>2,096</b>

## NOTE 6 ASSETS WE MANAGE

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

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

	2020	2019
	\$'000	\$'000
Land & Buildings	2,905	4,125
<b>Total Non Current Assets Classified As Held For Sale</b>	<b>2,905</b>	<b>4,125</b>

### 6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

- Summary of Property, Infrastructure, Plant and Equipment
- Summary of Work in Progress
- Details of Property Category
- Details of Plant and Equipment Category
- Details of Infrastructure Category
- Acquisition
- Repairs and Maintenance
- Depreciation and Amortisation
- Revaluation
- Valuation of Property
- Valuation of Infrastructure
- 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 2019	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers	At Fair Value 30 June 2020
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	2,296,247	-	-	(19)	-	(6)	-	2,296,222
Buildings	207,374	6,192	-	299	(7,473)	59	-	206,451
Plant and Equipment	26,024	6,969	218	780	(6,125)	(253)	-	27,613
Infrastructure	650,296	22,711	77	-	(15,921)	-	-	657,163
Work in progress	11,999	-	-	-	-	-	20,991	32,990
<b>Total</b>	<b>3,191,940</b>	<b>35,872</b>	<b>295</b>	<b>1,060</b>	<b>(29,519)</b>	<b>(200)</b>	<b>20,991</b>	<b>3,220,439</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	4,450	30,331	(298)	(646)	(6,192)	27,645
Plant and Equipment	352	5,299	(866)	2,184	(6,969)	-0
Infrastructure	7,197	20,897	(240)	202	(22,711)	5,345
<b>Total</b>	<b>11,999</b>	<b>56,527</b>	<b>(1,404)</b>	<b>1,740</b>	<b>(35,872)</b>	<b>32,990</b>

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

(c) Land and Buildings	Land - specialised \$'000	Land - non specialised \$'000	Land under roads \$'000	Total land \$'000	Heritage Buildings \$'000	Buildings - specialised \$'000	Work in progress \$'000	Total property \$'000
Fair value at 1 July 2019	1,741,631	551,964	2,652	2,296,247	-	372,124	4,450	2,672,821
Accumulated depreciation at 1 July 2019	-	-	-	-	-	(164,750)	-	(164,750)
<b>Movements in fair value</b>	<b>1,741,631</b>	<b>551,964</b>	<b>2,652</b>	<b>2,296,247</b>	<b>-</b>	<b>207,374</b>	<b>4,450</b>	<b>2,508,071</b>
Acquisition of assets at fair value	-	-	-	-	-	-	\$30,331	30,331
Revaluation decrement	(19)	-	-	(19)	-	358	-	339
Fair value of assets disposed	(6)	-	-	(6)	-	(514)	-	(520)
Transfers to Properties for resale	-	-	-	-	-	-	-	-
Transfers to operating	-	-	-	-	-	-	(298)	(298)
Reclassification	-	-	-	-	-	-	(646)	(646)
Transfer from WIP	-	-	-	-	-	6,192	(6,192)	-
	<b>(25)</b>	<b>-</b>	<b>-</b>	<b>(25)</b>	<b>-</b>	<b>6,036</b>	<b>23,195</b>	<b>29,206</b>
<b>Movements in accumulated depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,473</b>	<b>-</b>	<b>7,473</b>
Depreciation and amortisation	-	-	-	-	-	(514)	-	(514)
Accumulated depreciation of disposals	-	-	-	-	-	<b>6,959</b>	-	<b>6,959</b>
Fair value at 30 June 2020	1,741,606	551,964	2,652	2,296,222	-	378,160	27,645	2,702,027
Accumulated depreciation at 30 June 2020	-	-	-	-	-	(171,709)	-	(171,709)
	<b>1,741,606</b>	<b>551,964</b>	<b>2,652</b>	<b>2,296,222</b>	<b>-</b>	<b>206,451</b>	<b>27,645</b>	<b>2,530,318</b>

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

(d) Plant and Equipment	Plant machinery and equipment \$'000	Fixtures and fittings and furniture \$'000	Computers & telecomms \$'000	Artwork \$'000	Library books \$'000	Work in progress \$'000	Total plant and equipment \$'000
Fair value at 1 July 2019	18,805	16,263	7,968	7,098	6,914	352	57,400
Accumulated depreciation at 1 July 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>
<b>Movements in fair value</b>							
Acquisition of assets at fair value	-	-	-	-	-	5,299	5,299
Contributions	-	-	-	218	-	-	218
Revaluation increments/decrements	-	-	-	780	-	-	780
Fair value of assets disposed	(1,454)	(31)	(110)	-	(1,612)	-	(3,207)
Transfers to operating	-	-	-	-	(866)	-	(866)
Reclassification	-	-	-	-	2,184	-	2,184
Transfer from WIP	1,873	2,282	1,497	47	1,270	(6,969)	-
	<b>419</b>	<b>2,251</b>	<b>1,387</b>	<b>1,045</b>	<b>(342)</b>	<b>(352)</b>	<b>4,408</b>
<b>Movements in accumulated depreciation</b>							
Depreciation and amortisation	2,322	1,162	1,296	-	1,345	-	6,125
Accumulated depreciation of disposals	(1,202)	(30)	(110)	-	(1,612)	-	(2,954)
	<b>1,120</b>	<b>1,132</b>	<b>1,186</b>	<b>-</b>	<b>(267)</b>	<b>-</b>	<b>3,171</b>
Fair value at 30 June 2020	19,224	18,514	9,355	8,143	6,572	-	61,808
Accumulated depreciation at 30 June 2020	(10,769)	(12,966)	(6,749)	-	(3,711)	-	(34,195)
	<b>8,455</b>	<b>5,548</b>	<b>2,606</b>	<b>8,143</b>	<b>2,861</b>	<b>-</b>	<b>27,613</b>



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
Fair value at 1 July 2019	556,907	5,379	185,000	428,830	29,191	11,545	45,456	8,985	12,871	9,067	7,197	1,300,428
Accumulated depreciation at 1 July 2019	(230,322)	(2,476)	(117,625)	(238,497)	(9,447)	(3,335)	(23,546)	(3,198)	(7,249)	(7,240)	-	(642,935)
	<b>326,585</b>	<b>2,903</b>	<b>67,375</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>
<b>Movements in fair value</b>												
Acquisition of assets at fair value	77										\$20,897	20,897
Contributions					(20)							77
Fair value of assets disposed											(240)	(20)
Transfers to operating											202	(240)
Reclassification	10,073	-	4,393	1,201	3,820	439	2,364	130	120	171		202
Transfer from WIP											(22,711)	-
	<b>10,150</b>	<b>-</b>	<b>4,393</b>	<b>1,201</b>	<b>3,800</b>	<b>439</b>	<b>2,364</b>	<b>130</b>	<b>120</b>	<b>171</b>	<b>(1,852)</b>	<b>20,916</b>
<b>Movements in accumulated depreciation</b>												
Depreciation and amortisation	4,263	64	2,349	4,292	1,586	520	1,783	336	455	273		15,921
Accumulated depreciation of disposals					(20)							(20)
	<b>4,263</b>	<b>64</b>	<b>2,349</b>	<b>4,292</b>	<b>1,566</b>	<b>520</b>	<b>1,783</b>	<b>336</b>	<b>455</b>	<b>273</b>	<b>-</b>	<b>15,901</b>
Fair value at 30 June 2020	567,057	5,379	189,393	430,031	32,991	11,984	47,820	9,115	12,991	9,238	5,345	1,321,344
Accumulated depreciation at 30 June 2020	(234,585)	(2,540)	(119,974)	(242,789)	(11,013)	(3,855)	(25,329)	(3,534)	(7,704)	(7,513)	-	(658,836)
	<b>332,472</b>	<b>2,839</b>	<b>69,419</b>	<b>187,242</b>	<b>21,978</b>	<b>8,129</b>	<b>22,491</b>	<b>5,581</b>	<b>5,287</b>	<b>1,725</b>	<b>5,345</b>	<b>662,508</b>

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	25 - 50 Years	1
-Heritage Buildings	100-250 Years	1
<b>Plant and Equipment</b>		
-Plant Machinery & Equipment	2- 25 Years	1,000
-Furniture, Fittings and Office Equipments	2 -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 & Footpaths	25-150 Years	1,000
-Bridges	40 - 120 Years	1,000
-Drainage	100 Years	1,000
-Recreational leisure & community	10 - 100 Years	1,000
-Parks, open spaces & streetscape	5 - 100 Years	1,000
-Bicycle paths	30 Years	1,000
-Off street car parks	25 - 40 Years	1,000
-Traffic Management	20 -25 Years	1,000
-Othe infrastructure	10 - 50 Years	1,000
Intangible assets	3 -10 Years	1,000
Right of Use Asstes	2-10 Years	10,000

Land under roads

Council recognises land under roads post 1 July 2008 at fair value.

(g) Repairs and Maintenance

Routine maintenance, repair costs and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced assets is expensed.

## 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.

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

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

	2020	2019
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.	1,744,258	1,744,283
<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.	206,451	207,373
<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.	657,163	651,652

#### (j) Valuation of Property

Council undertook a fair value assessment of its land as at 31 March 2020. Based on the advice from the Westlink Consulting the increase in fair value was 9.56%. This figure was below the 10% threshold in AASB 1031. Given the uncertainty around the impacts of COVID-19 on the market, the certified valuers were asked to provide a further assessment of the movement in land fair values as at 30 June, 2020. Their advice was that a market movement of 4.56% for the period 1 July 2019 to 30 June 2020 was a more appropriate figure and takes into account the negative effect of COVID-19. Council has therefore considered the movement in value to be immaterial.

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 buildings was undertaken as at 31 March 2020, by a qualified independent valuer Brian Robinson (CPV) of Westlink Corporation Pty Ltd (trading as Westlink Consulting).

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2020 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Council	\$'000	\$'000	\$'000	
Land	-	551,964	-	30 Jun 19
Specialised Land	-	-	1,744,258	30 Jun 19
Specialised buildings	-	-	206,451	31 Mar 20
<b>Total</b>	-	<b>551,964</b>	<b>1,950,709</b>	

## 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 2019/20 has been undertaken to assess any "material movement" in 'Fair Value' of Council's infrastructure assets as at the 30 June 2020. As a result of this review a revaluation of these assets have been undertaken.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2020 are as follows:

Council	Level 1	Level 2	Level 3	Date of Valuation
	\$'000	\$'000	\$'000	
Roads	-	-	332,473	30-Jun-19
Bridges	-	-	2,838	30-Jun-19
Footpaths	-	-	69,420	30-Jun-19
Drainage	-	-	187,242	30-Jun-19
Recreational, leisure and community	-	-	21,978	30-Jun-19
Traffic management	-	-	8,129	30-Jun-19
Parks open spaces and streetscapes	-	-	22,491	30-Jun-19
Bicycle paths	-	-	5,581	30-Jun-19
Off street car parks	-	-	5,287	30-Jun-19
Other infrastructure	-	-	1,725	30-Jun-19
<b>Total</b>	-	-	<b>657,164</b>	

#### Reconciliation of Specialised Land

	2020	2019
Council	\$'000	\$'000
Land under roads	2,652	2,652
Parks and reserves and other	1,741,606	1,741,631
<b>Total specialised land</b>	<b>1,744,258</b>	<b>1,744,283</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 2020 was \$202K, which has been recognised as an expense in the Comprehensive Income Statement.

## 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 2020 and is included in the Balance Sheet as follows:

#### REGIONAL LANDFILL CLAYTON SOUTH JOINT OPERATION

##### Balance Sheet

As at 30 June 2020

	2020	2019
	\$'000	\$'000
Current Assets	2,891	4,976
Current Liabilities	(3,040)	(3,080)
Net Current Assets	(149)	1,896
Non-Current Assets	-	-
Non-Current Liabilities	(8,295)	(9,219)
<b>Net Liability</b>	<b>(8,444)</b>	<b>(7,323)</b>
Contribution-Re Land	1,659	1,659
Retained earnings	(10,103)	(8,982)
<b>Deficit</b>	<b>(8,444)</b>	<b>(7,323)</b>
<b>Share of Monash City Council (16.8%)</b>		
<b>Movements</b>		
Share in Joint Operation Equity as at 1 July	(1,230)	(1,074)
Share of net (loss)/ profits of joint operation	(188)	(156)
<b>Share in Joint Operation Equity as at 30 June 2020</b>	<b>(1,418)</b>	<b>(1,230)</b>
<b>Represented in Council's Balance Sheet - Equity</b>		
Non-Current Assets - Investment in Joint arrangement accounted for using the equity method	478	832
Non-Current Liability - Investment in Joint arrangement accounted for using the equity method	(1,896)	(2,062)
<b>Net Liability</b>	<b>(1,418)</b>	<b>(1,230)</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 25 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 2% per year. The present value calculation uses the Milliman Group of 100 discount rate forecasts for 25 years.

The provision also takes into account a forecast \$2.995M of capping and gas infrastructure works that are required to be completed primarily in 2020/21 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.

## 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:

	2020	2019
	No	No
<b>Key Management Personnel - Councillors</b>		
<b>From 1 July 2019 to 30 June 2020</b>		
Councillor Paul Klisaris	1	1
Councillor Stuart James (Mayor)	1	1
Councillor Shane McCluskey	1	1
Councillor Josh Fergeus	1	1
Councillor Lynnette Saloumi	1	1
Councillor MT Pang Tsoi (Deputy Mayor)	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
<b>Key Management Personnel - Officers</b>		
Andi Diamond (Chief Executive Officer)	1	1
Danny Wain (Chief Financial Officer)	1	1
Julie Salomon (Director Community Development and Services) (resigned 22/12/19)	-	1
Russell Hopkins (Director Community Services)	1	-
Ossie Martinz (Director Infrastructure and Environment)	1	1
Peter Panagakos (Director City Development)	1	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>19</b>
<b>(c) Remuneration of Key Management Personnel</b>		
<b>Total remuneration of key management personnel was as follows:</b>		
Short-term benefits	2,223	2,309
Post-employment benefits	198	195
Long-term benefits	53	51
<b>Total</b>	<b>2,474</b>	<b>2,555</b>

## 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:

	2020	2019
	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:

	2020	2019
	No	No
\$150,000 - \$159,999	-	1
\$160,000 - \$169,999	1	-
\$210,000 - \$219,999	-	1
\$220,000 - \$229,999	1	2
\$230,000 - \$239,999	2	-
\$260,000 - \$269,999	1	3
\$270,000 - \$279,999	1	-
\$280,000 - \$289,999	1	-
\$420,000 - \$429,999	1	-
\$430,000 - \$439,999	-	1
	<b>8</b>	<b>8</b>

#### (d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

a) has management responsibilities and reports directly to the Chief Executive; or

b) whose total annual remuneration exceeds \$151,000.

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

	2020	2019
Income Range:	No	No
\$151,000 - \$159,999	8	4
\$160,000 - \$169,999	7	5
\$170,000 - \$179,999	7	8
\$180,000 - \$189,999	7	4
\$190,000 - \$199,999	-	1
\$200,000 - \$209,999	-	-
	<b>29</b>	<b>22</b>

Total Remuneration for the reporting year for Senior Officers includes all bonuses, termination payments and payments of outstanding leave which amounted to: \$4,942 \$3,786

### 7.2 RELATED PARTY DISCLOSURE

#### (a) Transactions with related parties

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

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

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

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

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

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

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

## NOTE 8 MANAGING UNCERTAINTIES

### 8.1 CONTINGENT ASSETS AND LIABILITIES

#### (a) Contingent Assets

As at 30 June 2020, 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.

##### 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.

#### MAV Workcare

Council is a participant of the MAV WorkCare Scheme. The MAV WorkCare scheme provides workers compensation insurance. The MAV WorkCare 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.

	2020	2019		Year Loan
Community Organisation	Outstanding Loan Liability	Outstanding Loan Liability	Guarantee Limit	Commenced
Waverley Hockey Club	160,000	144,000	300,000	2011-12
	<b>160,000</b>	<b>144,000</b>	<b>300,000</b>	

Waverley Hockey Club were ahead on loan repayments leading into 2020. Given the recent COVID-19 pandemic, Club has draw down excess funds and decided to freeze loan repayments for 6 months to ensure sufficient cashflow.

## NOTE 8 MANAGING UNCERTAINTIES (Cont'd)

### 8.2 CHANGE IN ACCOUNTING STANDARDS

The following new AAS's have been issued that are not mandatory for the 30 June 2020 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.

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)

AASB 1059 addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. It requires the grantor to:

- » Recognise a service concession asset constructed, developed or acquired from a third party by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset
- » Reclassify an existing asset (including recognising previously unrecognised identifiable intangible assets and land under roads) as a service concession asset when it meets the criteria for recognition as a service concession asset
- » Initially measure a service concession asset constructed, developed or acquired by the operator or reclassified by the grantor at current replacement cost in accordance with the cost approach to fair value in AASB 13 Fair Value Measurement. Subsequent to the initial recognition or reclassification of the asset, the service concession asset is accounted for in accordance with AASB 116 Property, Plant and Equipment or AASB 138 Intangible Assets, as appropriate, except as specified AASB 1059
- » Recognise a corresponding liability measured initially at the fair value (current replacement cost) of the service concession asset, adjusted for any other consideration between the grantor and the operator
- » Disclose sufficient information to enable users of financial statements to understand the nature, amount, timing and uncertainty of assets, liabilities, revenue and cash flows arising from service concession arrangements.

Based on the Council's current assessment, there is expected to be no impact on the transactions and balances recognised in the financial statements as the Council is not a grantor in a service concession arrangement. [OR]

Based on the Council's current assessment, there is expected to be no material impact on the transactions and balances recognised in the financial statements.

- (a) A description of the arrangements;
- (b) significant terms of the arrangements that may affect the amount, timing and uncertainty of future cash flows (e.g. the period of the arrangement, re-pricing dates and the basis upon which re-pricing or renegotiation is determined);
- (c) the nature and extent (e.g. quantity, time period, or amount, as appropriate) of:
  - (i) rights to receive specified services from the operator
  - (ii) the carrying amount of service concession assets as at the end of the reporting period, including separate disclosure for existing assets of the grantor reclassified as service concession assets during the reporting period
  - (iii) rights to receive specified assets at the end of an arrangement
  - (iv) renewal and termination options
  - (v) other rights and obligations (e.g. major overhaul of service concession assets)
  - (vi) obligations to provide the operator with access to service concession assets or other revenue-generating assets
- (d) Changes in arrangements occurring during the reporting period.

#### AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

The Standard principally amends AASB 101 Presentation of Financial Statements and AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The impacts on the local government sector are expected to be minimal.

#### AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The impacts on the local government sector are expected to be minimal.

## NOTE 8 MANAGING UNCERTAINTIES (Cont'd)

### 8.3 FINANCIAL INSTRUMENTS

#### (a) Objectives and Policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables) and payables (excluding statutory payables). Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

#### (b) Market Risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

##### Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rate.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 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.

## NOTE 8 MANAGING UNCERTAINTIES (Cont'd)

### 8.3 FINANCIAL INSTRUMENTS (CONT'D)

#### (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 on Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

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

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

#### (e) Sensitivity Disclosure Analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months (base rates are sourced from Reserve Bank of Australia):

- » A parallel shift of +1% and -1% in market interest rates (AUD) from year-end rates of 1.17%.

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; and

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

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

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

## NOTE 8 MANAGING UNCERTAINTIES (Cont'd)

### 8.4 FAIR VALUE MEASUREMENT (CONT'D)

#### 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 2019/20.

### 8.5 EVENTS OCCURRING AFTER BALANCE DATE

The COVID-19 pandemic has had a significant impact on the operations of Council. In line with government restrictions, Council closed many facilities and reduced service delivery. The financial impacts of these closures have been reflected in the results for 2019/20 and appropriate commentary appears throughout the annual report. Council reframed its hardship policy to provide support to the community, including deferral, on application, for rate payments and fees and charges that will help sustain residents who are living in a new reality. We do not believe that these measures will have a material effect on Council's overall finances going forward.

During June the Government restrictions began to ease and our facilities returned to normal service delivery. In July 2020 the government reported on a second wave and announced further restrictions. Those restrictions have again impacted on our service delivery and resulted in closure of our facilities such as Libraries, Recreation Centres and the Gallery.

Due to the significant uncertainty surrounding the COVID-19 second wave and the government's response to this, it is not possible to estimate the full impact on the Council's operations, financial position and cash flows at this point in time. This being the case, we do not consider it practicable to provide a quantitative or qualitative estimate of the potential impact of the COVID-19 second wave at this time.

Council will continue to monitor the non-financial and financial impacts of COVID-19 on its operations, and has put in place various mitigation strategies, e.g. discretionary savings and capital works postponement to ensure we will remain an ongoing concern.

The financial statements have been prepared based upon conditions existing as at 30 June 2020, and considering those events occurring subsequent to that date that provide evidence of conditions that existed at the end of the reporting period.

As the second wave of COVID-19 occurred after 30 June 2020 its impact is considered an event that is indicative of conditions that arose after the reporting period, and as such, no adjustments have been made to the financial statement balances as at 30 June 2020 for any further impacts.

Council has decided to take advantage of the government extension to 31 August 2020 to adopt the 2020/21 Annual Budget, which allows us to incorporate further rate relief in the form of a waiver and also gain a better understanding of the financial impacts of COVID-19 second wave.

## 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>2020</b>				
<b>Property</b>				
Land	1,939,939	-	(19)	1,939,920
Buildings	77,155	358	(59)	77,454
<b>Infrastructure</b>				
Roads and Footpaths	118,755	-	-	118,755
Drainage	83,659	-	-	83,659
Other Infrastructure	9,476	-	-	9,476
<b>Other</b>				
Plant & Equipment	11	-	-	11
Library Books	250	-	-	250
Art Collection	1,978	779	-	2,757
<b>Total Asset Revaluation Reserves</b>	<b>2,231,223</b>	<b>1,137</b>	<b>(78)</b>	<b>2,232,282</b>
<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>

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 2020

**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>2020</b>				
Drainage Reserve	7,415	962	(819)	7,558
Parking Reserve	3,580	90	(454)	3,216
Public Open Space Reserve	2,315	9,590	(5,680)	6,225
<b>Total Statutory Reserves</b>	<b>13,310</b>	<b>10,642</b>	<b>(6,953)</b>	<b>16,999</b>
<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>

**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 2020

**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>2020</b>				
Development Reserve	7,154	-	(2,650)	4,504
Superannuation Reserve	5,500	-	-	5,500
Unspent Grant Reserve	2,095	-	(2,095)	-
<b>Total Discretionary Reserves</b>	<b>14,749</b>	<b>-</b>	<b>(4,745)</b>	<b>10,004</b>
<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>

**Development Reserve (formerly named the Aged Residential Care Facilities Upgrade Reserve)**

This Reserve (formerly named the Aged Residential Care Facilities Upgrade Reserve) provided for future capital upgrades and refurbishment at Council's Aged Care facilities. Following the divestment of Council's Aged Care facilities the Reserve has been renamed to reflect Council's desire to utilise the funds for wider municipal development.

**Superannuation Reserve**

This is a discretionary reserve to provide funding towards any future call to top-up the Defined Benefit category of Vision Super.



## NOTE 9 OTHER MATTERS (Cont'd)

### 9.2 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS

	2020	2019
	\$'000	\$'000
<b>Surplus for the year</b>	11,279	19,959
Depreciation	30,620	28,270
Amortisation - Right Of Use Assets	1,069	-
Net Gain/(Loss) on disposal of Property, Infrastructure, Plant and Equipment	(457)	(343)
Developer contributions of Infrastructure	(77)	(435)
Art Donation	(218)	(321)
Capitalised Salaries (Note 4.1 )	(2,715)	(1,976)
Share of loss from Clayton Joint Venture	188	156
<b>Change in operating assets and liabilities</b>		
(Increase)/Decrease in Receivables	(3,818)	134
(Increase)/Decrease in Prepayments	(476)	690
(Increase)/Decrease in Current Refundable Deposits	1,091	1,032
Increase/(Decrease) in other liabilities	2,429	(702)
Increase/(Decrease) in Payables	243	3,584
Increase/(Decrease) in Current Provisions	(565)	997
(Decrease)/Increase in Non-Current Provisions	1,727	(37)
<b>Net cash provided by operating activities</b>	<b>40,320</b>	<b>51,008</b>

## NOTE 9 OTHER MATTERS (Cont'd)

### 9.3 SUPERANNUATION

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

#### Accumulation

The Fund's accumulation 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 2020, this was 9.5% as required under Superannuation Guarantee legislation).

#### Defined Benefit

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

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

#### Funding arrangements

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

As at 30 June 2019, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 107.1%. The financial assumptions used to calculate the VBIs were:

Net investment returns 6.0% pa

Salary information 3.5% pa

Price inflation (CPI) 2.0% 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.

#### Employer contributions

Regular contributions

On the basis of the results of the 2019 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2020, this rate was 9.5% of members' salaries (9.5% in 2018/19). This rate will increase in line with any increases in the SG contribution rate.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

#### Funding calls

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

## NOTE 9 OTHER MATTERS (Cont'd)

### 9.3 SUPERANNUATION (Cont'd)

#### The 2019 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2019 and a full actuarial investigation was conducted as at 30 June 2017.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2019	2017
	\$m	\$m
- A VBI Surplus	151.3	69.8
- A total service liability surplus	233.4	193.5
- A discounted accrued benefits surplus	256.7	228.8

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2019.

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 2019.

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 2019.

Council was notified of the 30 June 2019 VBI during August 2019 (2018: August 2018).

## NOTE 10 CHANGE IN ACCOUNTING POLICY

Council has adopted AASB 15 Revenue from Contracts with Customers, AASB 16 Leases and AASB 1058 Income of Not-for-Profit Entities, from 1 July 2019. This has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

Due to the transition methods chosen by Council in applying these standards, comparative information throughout these financial statements has not been restated to reflect the requirements of the new standards except in relation to contracts that were not complete at 1 July 2019. The transition impact of these are detailed below.

#### a) AASB 15 Revenue from Contracts with Customers - Impact of Adoption

AASB 15 Revenue from Contracts with Customers applies to revenue transactions where Council provides services or goods under contractual arrangements.

Council adopted AASB 15 Revenue from Contracts with Customers using the modified (cumulative catch up) method. Revenue for 2019 as reported under AASB 118 Revenue is not adjusted, because the new standard is only applied from the date of initial application.

AASB 15 Revenue from Contracts with Customers requires revenue from contracts with customers to be recognised as Council satisfies the performance obligations under the contract.

#### b) AASB 16 Leases

AASB 16 Leases requires right of use assets and related liabilities for all lease agreements to be recognised on the balance sheet. The Statement of Comprehensive Income is to separately recognise the amortisation of the right of use asset, and the finance costs relating to the lease. Council has elected to adopt the modified (cumulative catch up) method under the standard and as such has not adjusted 2019 disclosures. The transition impact of these are detailed below.

#### c) AASB 1058 Income of Not-for-Profit Entities

AASB 1058 Income of Not-for-Profit Entities applies to income received where no contract is in place. This includes statutory charges (such as rates) as well as most grant agreements.

Council adopted AASB 1058 Income of Not-for-Profit Entities using the modified (cumulative catch up) method. Income for 2019 is not adjusted, because the new standard is only applied from the date of initial application.

AASB 1058 Income of Not-for-Profit Entities requires income to be recognised as Council satisfies the performance obligations under the contract.

#### d) Transition impacts

The following table summarises the impact of transition to the new standards on retained earnings at 1 July 2019.

	2019 \$'000
Retained earnings at 30 June 2019	1,002,133
Revenue adjustment - impact of AASB 15 Revenue from Contracts with Customers	-
Retained earnings at 1 July 2019	<u>1,002,133</u>



CITY OF  
MONASH

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 | [www.monash.vic.gov.au](http://www.monash.vic.gov.au) | [mail@monash.vic.gov.au](mailto:mail@monash.vic.gov.au)  
National Relay Service (for people with hearing or speech impairments) 1800 555 660

