



CITY OF  
MONASH



# ANNUAL REPORT

2020/21

# Indigenous Acknowledgement

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

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Special thanks to photographers Barb Wallace and Ian Moodie for generously contributing their beautiful photographs of the local Monash area, flora and fauna.





# SectionONE

## Highlights





# Welcome

**Monash Council is proud to present this 2020/21 Annual Report to our ratepayers, community members and other stakeholders.**

This report provides a comprehensive account of our operations for the 2020/21 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 2020*, 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 29 October.

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

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

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

## 1 HIGHLIGHTS

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

## 2 GOVERNANCE

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

## 3 OUR COUNCIL

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

## 4 OUR KEY STRATEGIC OBJECTIVES

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

## 5 OFFICIAL STATEMENTS

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

## 6 FINANCIALS

Detailed account of our financial statement for the year.



# Our Profile Of Our City

Monash is a culturally diverse community in Melbourne's south-east suburbs and is home to 204,936 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

- » 204,936 residents
- » 74,969 dwellings
- » 50% of our residents speak a language other than English at home
- » 35% of our residents have a university qualification
- » 49% of our residents were born overseas
- » The median age of our residents is 37 years
- » Participation in the labour force is 57% (56% full time and 35% part time)
- » 30% of residents in the workforce are professionals
- » 67% of residents travel outside the area to work
- » In Monash, Health Care and Social Assistance is the most productive industry, generating \$1.8 billion in 2019/20
- » There are 22,707 local businesses employing 144,478 people
- » Health care and social assistance is the largest employer generating 20,479 local jobs in 2019/20
- » 36% of households are couples with children
- » \$13.4 billion of exports were generated in Monash in 2019/20
- » 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 2020/21

**369,149**

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



**748**

kilometres of local roads



**1,234**

planning applications were received



**10,665**

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

**19.3%**

of our residents do voluntary work

**78,697**

members of the public visited our Waste Transfer and Recycling Station

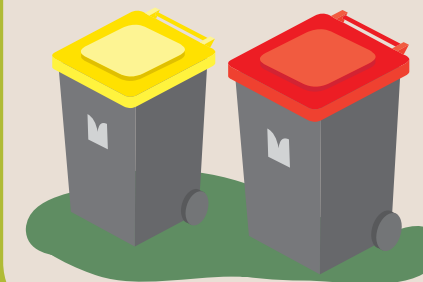
**91,282**

trees, plants and shrubs were planted



**950**

tonnes of cardboard and paper recycled through the Waste Transfer Station

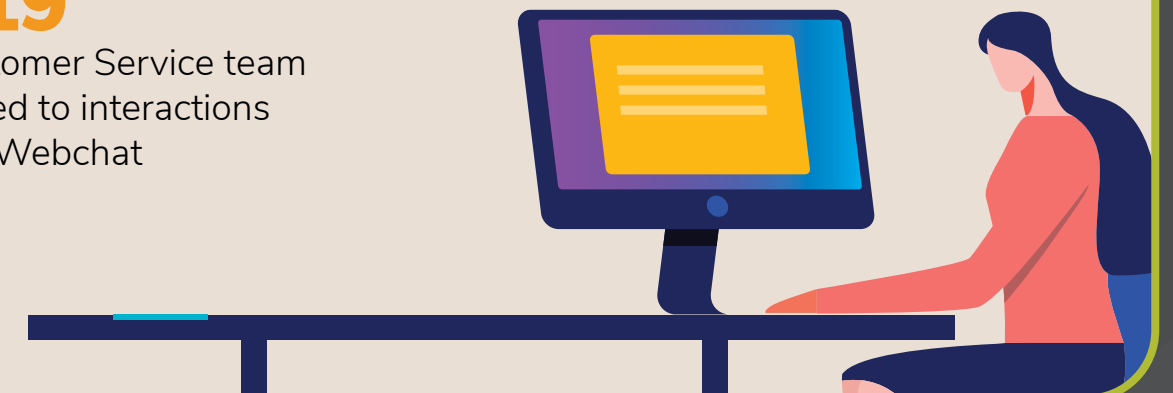


**72,474.10**

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

**7,819**

Our Customer Service team responded to interactions through Webchat





# Performance Highlights For 2020/21

**Council listed five Major Initiatives to be achieved in 2020/21 in its Council Plan in 2017-2021. All five Major Initiatives were achieved.**

There was a total of 43 actions listed in Council's Annual Plan in 2020/21. Of these, 41 were completed and the remaining two are progressing.



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

MAJOR INITIATIVE	STRATEGIC OBJECTIVE	RESULT
Finalise the masterplan for the Waverley Women's Sports Centre precinct and commence upgrade of the outdoor netball courts.	Inviting open and urban spaces	<b>Achieved:</b> The Precinct Plan will guide the future planning, sport facility and infrastructure provision at the Waverley Women's Sports Centre over the next 10-15 years. The Master Plan was adopted by Council on 30 March 2021. Council has already received \$2 million from the State Government for the stage 1 upgrade of the outdoor netball courts, due to be completed in 2021.
Complete the construction of Brentwood Reserve Pavilion.	Inviting open and urban spaces	<b>Achieved:</b> Works were completed on the \$2.2 million facility redevelopment of the Brentwood Reserve Pavilion in May 2021. A State Government contribution of \$500,000 through the <i>Sports and Recreation Victoria Community Sports Infrastructure Fund 2020/21 – Female Friendly Facilities</i> category. The pavilion's change rooms, amenities and umpires rooms have been designed to cater for all.
Progress the construction of the Mulgrave Reserve Pavilion upgrade.	Inviting open and urban spaces	<b>Achieved:</b> The project involves the implementation of a key action item in the Council adopted Mulgrave Reserve Master Plan. The project will include design and construction of the Mulgrave Reserve sports pavilion, which is planned to be delivered across multiple financial years. Final concept was approved April 2021. Detail design commenced May 2021 with construction due to commence in October 2021.
Commence the construction of Wellington Child and Family Hub.	An inclusive community	<b>Achieved:</b> The 2020/21 project requirements achieved. The Wellington Child and Family Hub construction commenced in January 2021 and is expected to be completed by November 2021 as planned. The state-of-the-art integrated hub is the first of its kind in Monash and is expected to be ready for the 2022 kindergarten year.
Minimum 90% of agreed Capital Works Program delivered annually.	Responsive and Efficient Services	<b>Achieved:</b> 92.8% of agreed Capital Works Programs were delivered in 2020/21. A key part of the Capital Works program was the completion of the Oakleigh Recreation Centre, pavilions at Caloola Reserve and Brentwood Reserve, as well as commencement of the Wellington Child and Family Hub. The Capital Works spend was \$43 million.



## Challenges in 2020/21

### » COVID-19

The challenges of the COVID-19 pandemic continued to have an impact on the Monash community in 2020/21. By 30 June 2021, Victoria had experienced its fourth lockdown in an effort to slow the spread of the virus, resulting in businesses being forced to close and Council unable to open its doors to the community.

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

#### Our efforts continue to focus on:

1. Emergency Management – supporting Statewide 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

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

This coordinated, well-planned and systematic approach has placed Council in a position of being able to respond quickly to changing restrictions while continuing to provide the services that are critical to the Monash community.

Equally critical is the need for accurate and up-to-date information and this has been provided to the community through social media, website updates and use of Council newsletters and the Monash Bulletin. This has included warnings of exposure sites for COVID-19 cases in Monash and information on testing and vaccination sites.

Council staff have worked directly with local businesses to provide support and information to assist businesses access government support packages.

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

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

To support businesses, Council has extended its deferral of rates without interest for a second year until June 2022 and has also waived fees and charges for a second year. The extension of the rate deferral option has also been extended for residential ratepayers.

Many of our much-loved events, including the annual Carols by Candlelight at Jells Park, Wordfest, Winter Concert Series, NAIDOC Week, Clayton Festival and Family Fun Day, were affected by COVID-19. Officers worked quickly to move events online and it was pleasing to see the community appreciate the work involved and continue to join in and support these popular events.

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

Council is not progressing the detailed design of the Montclair Avenue car park project in Glen Waverley after notification from the Suburban Rail Loop Authority (SRLA) that the land planned for the project is likely to be required for stage one of the Suburban Rail Loop.

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

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

As a result, Council has resolved that it is not feasible to continue the proposed car park's detailed design. Council had undertaken substantial work on the Montclair car park project. It was expected to provide at least 874 car park spaces, including 369 new activity centre spaces, helping to alleviate parking pressure in Glen Waverley. Officers are investigating appropriate alternative sites for providing these parking spaces, including at Council's existing multi-level car park at 1-5 Bogong Avenue, Glen Waverley. This investigation will be done with and exclusive of the SRLA, understanding however that in the circumstances, Council believes that there is a joint responsibility to find alternative locations for these car spaces.







» **Homelessness and social housing**

Victoria has a homelessness and housing affordability crisis, made more acute by COVID-19 and the 2019/20 bushfires. The *Monash Social Housing Framework 2020-2025* guides Council's efforts to address homelessness and influence an increase to the supply of social housing. The framework was developed after interviews with people with lived experiences of homelessness, and consultation with advisory committees and community agencies.

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

Monash continues to support members of our local community who are experiencing homelessness with some of the essentials of life such as a shower, a warm coat or blankets. The outreach team also facilitates access to available support services for each individual. This work has continued throughout the pandemic.

» **Cat curfew**

Council had planned to introduce a cat curfew in 2020 after consulting with the community in 2017 on the Domestic Animal Management Plan (2017-2021). In May 2020, Council determined it would undertake further consultation on the introduction of the night-time cat curfew (sunset to sunrise) with the community in July 2020, including affected registered cat owners and local Friends groups. Following that consultation and community feedback, a cat curfew (sunrise to sunset) was introduced in April 2021.

» **Landfill sites**

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

Landfill also produces smells, litter and greenhouse gases, including methane, which contributes to climate change. Currently, there is no alternative to landfill for items that cannot be recycled or composted. Monash Council has partnered with 15 councils from Melbourne's south-east to seek proposals from industry for advanced waste processing solutions.

Advanced waste processing solutions are proven technologies that recover valuable materials or produce energy from household rubbish. They have been used safely and reliably around the world – including in Europe, North America and Asia. Advanced waste processing provides an alternative solution for household rubbish that would normally go to landfill.

» **Climate change**

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



## Looking ahead to 2021/22

- » The commencement of construction of a new \$26.7 million 18-court public tennis centre in Glen Waverley on land adjacent to the Glen Waverley Golf Course. The Glen Waverley Sports Hub is being developed with \$21 million in funding from the State Government and \$5.7 million from Council.
- » The opening of the \$4.5 million Wellington Child and Family Hub, at the site of the Wellington Kindergarten, Mulgrave. This major development will provide significantly enhanced early childhood and maternal and child health facilities, including a purpose-built outdoor learning environment, consulting and community rooms and will increase capacity for kindergarten enrolments. The State Government is contributing \$1 million in grants towards the project.
- » Concept and schematic design to commence on the Glen Waverley Civic Precinct Project after completion of the feasibility study. The project will incorporate the expansion of the library, civic hall, workspace and improved public plaza on the current Glen Waverley Library site.
- » The State Government has granted Monash Council \$2 million to help build a state-of-the-art early-years hub on the Pinewood kindergarten and Maternal and Child Health Centre site. The Pinewood Early Years Hub will feature beautiful spaces including two kindergarten rooms, an enhanced Maternal and Child Health Service base, specialist consulting rooms and community playgroup areas. Construction to commence in 2021/22.



- » Progression to Stage two of the Waverley Women's Sport Centre Precinct Plan.
- » Implementation of the priority actions from the adopted Mount Waverley Activity Centre Structure Plan, including undertaking planning scheme amendment, and planning for public realm improvements.
- » The State Government's Suburban Rail Loop (SRL) project, with more consultation planned between the authority and Council and our community. Three stations are slated for Monash – Glen Waverley, Clayton (superhub) and Monash University (Clayton). The SRL will eventually connect every metropolitan train line from Cheltenham to Werribee. Stage one is Cheltenham to Box Hill, which includes the stations located in Monash.
- » The South East Melbourne (SEM) City Deal that seeks to deliver positive transformative outcomes for the region, which comprises eight Councils, including Monash.
- » Implement actions endorsed under the Zero Net Action Plan and progress Council's aim to be carbon neutral by 2025.
- » The introduction of the new *Monash Health and Wellbeing Plan 2021-2025*.
- » The development of an Arts and Culture Strategy to support the recovery of the Monash creative and cultural sector, and define a vision for the City.
- » Following deliberative engagement with the Monash community, the creation of Monash 2040 incorporating the Council Plan, Council Vision, Asset Plan and Financial Plan as required under the *Local Government Act 2020*.
- » Commence the development of the Monash Reconciliation Framework and Action Plan (RAP). The RAP will ensure that the views and knowledge of Aboriginal and Torres Strait Islander people, Aboriginal organisations, Council representatives and the wider community are heard to ensure sustainable equality, inclusion, human rights and health and wellbeing outcomes for Aboriginal and Torres Strait Islander people and their communities.

## Services Provided in 2020/21

Council collected \$117.764 million in rates and charges in 2020/21.

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

Governance & Administration	\$2.22
Property Maintenance & Insurance	\$2.12
Aged & Disability Services	\$5.39
Children, Youth & Family Services	\$7.77
Libraries, Arts & Culture	\$5.22
Recreation & Aquatic Centres	\$15.01
Waste Collection, Street & Public Facilities Cleaning	\$17.42
Planning & Building Permits, Economic & Urban Development	\$5.23
Local Laws, School Crossings & Food Inspections	\$4.90
Engineering & Traffic Management	\$6.10
Buildings, Roads, Footpaths & Drainage	\$15.84
Parks & Sports Grounds Maintenance	\$12.78

**\$100.00**





## Mayor's Message

**It is with great pleasure that I present Monash Council's 2020/21 Annual Report. The past 12 months since our last Annual Report have continued to be challenging due to the COVID-19 pandemic. I am incredibly proud of the collective work of my Councillor colleagues and our organisation to support the Monash community during this difficult time.**

Our package of support includes extending the rate deferral option for another year until 30 June 2022 to help support those in our community who are struggling. Council is also waiving the annual permit fees for footpath dining areas until 30 June 2022 to assist traders who have been severely impacted by COVID-19 lockdowns and closures.

The 2021/22 budget was adopted with \$61.9 million in spending on critical infrastructure and capital works improvements. It's one of our most significant budgets and looks to rebuild and recover from the pandemic while reflecting your feedback about what matters to you in the future. Neighbourhood connections and the freedom to get out and enjoy our open spaces rate highly, as does the importance of green spaces, activity centres, local shopping strips, playspaces and libraries.

Despite the challenges of the past year, there have been many successes and achievements that we as a community can be proud of.

In January, we welcomed more than 2000 visitors to our Oakleigh Recreation Centre (ORC) open day. ORC has been a monumental project for Council, and we are exceptionally proud of this outstanding \$26 million facility and what it offers to the Monash community.

I was proud as Mayor to be the first to sign the Pledge to Tackle Ageism as a part of the EveryAge Counts campaign, advocating for people of all ages to be treated with respect and to be valued for their experience and wisdom, and not discriminated against because of their age. Six other eastern region councils have also joined the campaign.

We've taken important steps forward for sustainability, with the introduction of the Food Organics Green Organics program, putting food waste in our green garden waste bin for it to be turned into compost. We're proud to be one of 46 Victorian councils to form VECO, the Victorian Energy Collaboration. VECO is the largest emissions reduction project ever undertaken by the local government sector in Australia. The 46 councils have pooled their electricity needs to form the basis of a single long-term contract with Red Energy, which will provide the VECO group with renewable energy generated from wind farms

here in Victoria. This will power our council-owned infrastructure, like streetlights, major facilities and community buildings, while giving us an eight per cent reduction in our electricity bills.

In 2020, Monash was named the Keep Victoria Beautiful Sustainable City of the Year, a huge recognition of our significant work in this space.

In the year ahead, we have much to look forward to.

After considerable consultation with our community, design work is underway on a new \$26.7 million 18-court public tennis centre near the Glen Waverley Golf Course, with \$21 million in funding from the State Government and a \$5.77 million commitment from Council. Another exciting project is the concept and schematic design of the Glen Waverley Civic Precinct Project, including a library, civic hall, work spaces and public plaza.

We'll continue updating playspaces and improving the lighting at our sportsgrounds and reserves. We're moving forward in our determination to be carbon neutral by 2025 under Council's *Zero Net Carbon Action Plan* with a raft of actions underway to reach this target.

These are just a few of the highlights and challenges from an extraordinary year. In the pages of this report are the details of what has been achieved in 2020/21. It's the story of your neighbourhoods, your municipality and one I hope you'll enjoy reading.

Finally, I would like to extend my thanks to Council's Chief Executive Officer, Dr Andi Diamond, and her incredibly hard-working team for their efforts in delivering outstanding service during a turbulent and ever-changing year.

Brian Little  
Mayor





## CEO'S Message

**In the past 12 months, we have seen the significant impacts of the COVID-19 pandemic continue, with adapting to the constant interruptions of further lockdowns becoming a part of our new normal. As we continue to face the ongoing challenges of this global public health crisis, I remain proud of the resilience of our community and the staff at Monash Council.**

We are continuing to evolve and grow the way Council delivers its services to maintain social distancing requirements and efficient processes when working remotely.

One of the biggest challenges we have faced is the impact of the pandemic on our in-person community events and programs. Many of our much-loved festivals and celebrations, including Carols by Candlelight, Clayton Festival and Wordfest, were moved online due to restrictions. Time and time again I have seen our staff face these challenges head-on, adapting to ensure the community can still enjoy these events and programs from the safety of their own homes.

Our Community Response and Social Inclusion teams have been working tirelessly to stay engaged with our most vulnerable community members, while our Economic Development team has provided support, assistance and guidance to local businesses that have been hit the hardest. We have continued to deliver essential services such as waste, immunisations, and our Meals on Wheels service to our older residents and, where possible, kept our Customer Service counters open so we could continue to provide help in person.

Despite a year in constant lockdowns, we have accomplished all five major initiatives set out in the 2020/21 Council Plan. Our \$43 million Capital Works program continued to deliver improvements, the largest of which was the opening of the newly redeveloped \$26 million Oakleigh Recreation Centre. Easing of restrictions at that time allowed the community to come together and enjoy the newly-upgraded centre at the Open Day celebrations. We also completed the redevelopment of two multi-sport pavilions at Brentwood and Caloola Reserves, building better, more inclusive sporting facilities for the Monash community.

Council continues to progress several major initiatives including the development of the *Regional Local Government Homelessness & Social Housing Charter 2020*, prioritising three regional commitments that the alliance of 13 councils will act on. I couldn't be prouder of the progress we have made towards tackling

homelessness together. We also joined 46 Victorian councils to sign on to VECO, the Victorian Energy Collaboration, the largest ever emissions reduction project by local government in Australia, further progressing our commitment to achieving net zero emissions by 2025.

Every year we ask the community to provide feedback on how we were doing. I am pleased to say that we received an overall satisfaction score of 7.34/10 in the 2021 Community Survey. Satisfaction with Council's customer service delivery increased by 4.3 per cent to 7.87, a result I am particularly proud of, especially through the challenges of the last year. I thank those of you who took the time to provide this vital feedback.

This year we also asked the community to tell us how they Imagine Monash in 2040, with ideas and suggestions shaping the development of the Council Plan for the years to come.

In these unparalleled times, Council's focus remains on the safety and wellbeing of our staff and community, and continuing to deliver services that our community relies on.

Dr Andi Diamond  
CEO



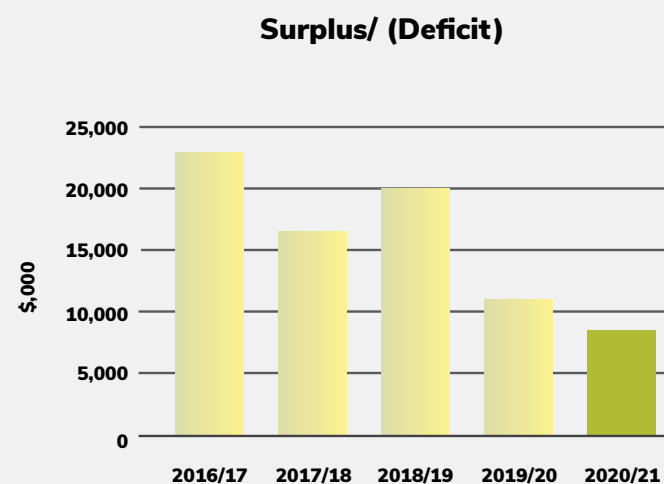


# Financial Summary

**Council has returned an operating surplus of \$8.67 million, a decrease of \$2.61 million from the 2019/20 result of \$11.28 million. We maintained a debt free status and a positive Working Capital Ratio (WCR) at 177 per cent.**

## Operating Position

Council's comprehensive result of \$127.5 million is an increase on the previous year's result of \$12.3 million. This result includes other comprehensive income of \$118.8 million related to the revaluation of land and infrastructure assets. Council's 2020/21 operating surplus of \$8.67 million (before the revaluation decrement) is \$9.36 million better than the budgeted deficit of (\$0.69) million.



## Highlights and Variances

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

### Additional cash revenues:

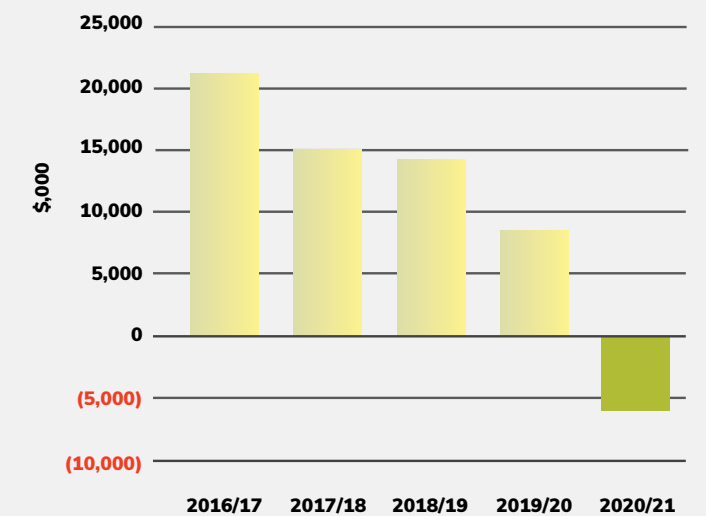
- » Higher than anticipated Public Open Space contributions (\$6.2 million)
- » Operating grants are higher than budget mainly due to the advance receipt of \$2.8 million from the Commonwealth Financial Assistance Grants allocation for 2021/22 and the Working for Victoria funding from State Government as COVID-19 relief - \$3.6 million
- » Capital grants favourable to budget by \$1.5 million mainly due non-recurrent capital grants received during the year for the completion of the Smart City transition program, Scotchman Creek Trail, Madison Court playspace upgrade, Glen Waverley Sports Hub Project and commencement of the Brentwood Reserve and Mulgrave Reserve pavilion construction projects.

### The favourable financial result is also due to savings in expenditure in the following areas:

- » Employee costs lower than budget (\$0.7 million) mainly due to closure of services during COVID-19 restrictions and savings on casual employee costs. These costs partly offset the lower user charges generated at recreation centres, libraries, halls and facilities during the year. The variance also includes the additional expenditure and employment acquired under the Working for Victoria grant funding from the State Government to stimulate the local economy - \$3.6 million
- » Materials, services and contracts are lower than budget (\$4.3 million) mainly due to closure of services during lockdowns and restrictions experienced throughout the year. A favourable variance was still achieved even after allowing for the transfer to operating expenditure - \$2.8 million – for capital works program expenditure that could not be classified as an asset.

The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a deficit of \$6.04 million.

## Adjusted Underlying Surplus/ (Deficit)



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

## Loans & Borrowings to Rate Revenue Ratio

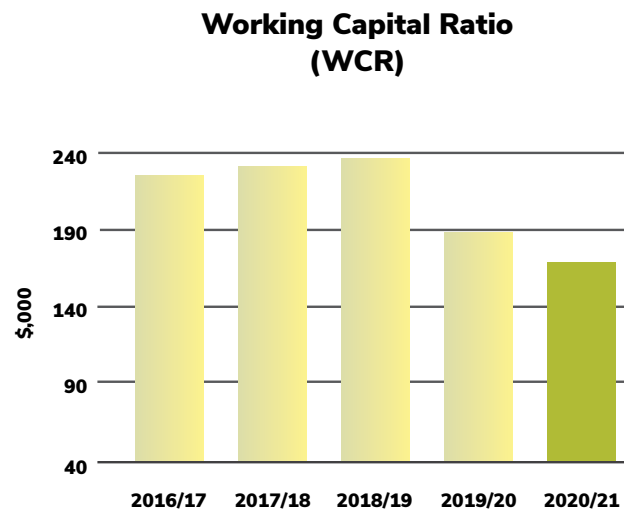




## Liquidity

Our cash position is strong and has a funds balance of \$89.3 million in 2020/21 reducing only marginally from \$89.9 million in 2019/20.

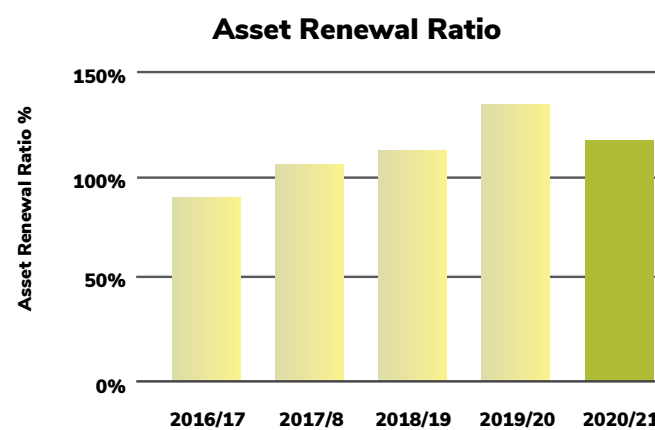
Council has also maintained a positive Working Capital Ratio (WCR) at 177 per cent. Council's long-term target is to maintain the WCR above 150 per cent. A WCR above 150 per cent indicates that there are no immediate issues with repaying short-term liabilities as they fall due. The WCR measures the ability to pay existing liabilities within the next 12 months, e.g. a ratio higher than 100 per cent means there are more cash and liquid assets than short term liabilities.



## Obligations

Council's key strategies include the maintenance and enhancement of existing service levels, increased maintenance and asset management of Council facilities and infrastructure, and the funding of both operating expenditure and renewal capital works from recurrent revenue sources, capital subsidies and cash reserves. To bridge the infrastructure gap, Council invested \$40.5 million in renewal and upgrade works during the 2020/21 year.

Council's asset renewal ratio, which is measured by comparing asset renewal expenditure to depreciation, was 115 per cent which is above the expected target of 100 per cent. The longer-term asset renewal trend is positive and reflects our aim to bridge the renewal gap by funding more capital works to maintain the city's existing infrastructure.



## Stability and Efficiency

In 2020/21, Council raised 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. Council also resolved to provide a waiver - 10 per cent - on rate charges for all properties due to COVID-19 restrictions and hardship. A rate increase of 2.0 per cent was budgeted according to the rate cap and as forecast in Council's Strategic Resource Plan. Council received \$118.4 million from general rate revenue, which included \$1.46 million of supplementary rates from new developments. Council planned for an annual increase in rates to maintain service standards, investment in capital works and the maintenance and renewal of existing and ageing infrastructure.

In 2020/21, Council continued charging a limited recycling levy to each ratepayer of \$27 per annum (provision of a \$27 waiver to every eligible pensioner), to meet the increased costs to be borne by Council due to China's ban on receiving recycled materials. This levy raised \$2.2 million to cover these additional costs.

Council's actual average rate per residential assessment of \$1,569 compares favourably to councils in the metropolitan area. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 66.9 per cent for the 2020/21 year, which is toward the top end of the expected target band of 40 per cent - 80 per cent. This reflects the extent of Council's reliance on rate revenues to fund ongoing services.





# Capital Works Overview

**Council continued its focus on Capital Works in 2020/21 spending \$43 million to deliver new and improved infrastructure across the city. This compared with \$63.4 million spent in 2019/20.**

A key part of the Capital Works program was the completion of the Oakleigh Recreation Centre, pavilions at Caloola Reserve and Brentwood Reserve, as well as commencement of the Wellington Child and Family Hub.

The Capital Works Budget in 2020/21 continues to respond to community feedback about 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 2020/21 included:

**\$14.2M** for building works

**\$9.8M** for plant & equipment (including \$5.3 million for computers and telecommunications, and \$3.7 million for plant and fleet renewal)

**\$5.6M** for road work

**\$4.6M** for footpath and cycleways renewal

**\$4.5M** for recreational, leisure and community facilities

**\$2.3M** for parks, open spaces and streetscapes

**\$1.1M** for drainage

**\$0.7M** 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

- » \$5.6 million road works including road resurfacing, kerb and channel renewal, road reconstruction and renewal (including Moorong Street Chadstone, Allambi Street Ashwood, & Bullarto Street Chadstone), as well as shared path renewal and upgrades (including Gardiners Creek Trail from Highbury Road to High Street Road, Ashwood and Scotchmans Creek Trail from Huntingdale Road to Osborne Avenue, Mt Waverley)
- » \$3.5 million on renewal of Council's footpaths in keeping with community expectations
- » \$1.1 million 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 (\$265,000).

### Community infrastructure

- » \$5 million to complete construction of the Oakleigh Recreation and Waverley Gymnastics Centre
- » \$2.1 million to complete construction of the Caloola Reserve Multi Sport Pavilion
- » \$2.2 million for commencement of the construction of Wellington Child and Family Hub
- » \$2 million for renewal of Brentwood Reserve Pavillion
- » \$1.8 million for Waverley Netball Centre Outdoor Court Redevelopment
- » Parks, open space and streetscapes including \$1.6 million for design and/or construction of play spaces at:
  - Bogong Reserve (design)
  - Botanic Drive (design)
  - Cambridge Street Reserve
  - Cameron Avenue (design)
  - Capital Reserve
  - Carlson Reserve (design)
  - Danien Street Reserve
  - Electra Reserve
  - Gardiner's Reserve (design)
  - Garnett Street (design)
  - LXRA Centre Road West
  - Madison Court
  - Petronella (design)
  - Progress Park (design)
  - Talbot Park (design)
  - Westerfield Drive
  - Whitehaven Crescent Reserve
  - Wilma Avenue
- » \$0.5 million for Public Lighting Renewal of street lights (to energy efficient LED) as part of a three-year project.





# Major Projects

## ○ Oakleigh Recreation Centre

Construction of the \$26.4 million centre was completed and the centre was officially reopened in January 2021 with celebratory activities, classes and events for the community. The transformed centre includes five new indoor basketball courts, gymnasium upgrade and conversion of the existing stadium to a state level gymnastics facility for the Waverley Gymnastics Centre.



## ○ Upgraded sporting pavilions across Monash

2020/21 saw the completion of two major sporting pavilion upgrades at Brentwood and Caloola Reserves. Works were completed on the \$2.2 million facility redevelopment of the Brentwood Reserve Pavilion in May 2021, utilising a State Government contribution of \$500,000 through the *Sports and Recreation Victoria Community Sports Infrastructure Fund 2020/21 – Female Friendly Facilities* category. The new pavilion features female-friendly change room facilities with separate amenities, a social space, kitchen and canteen, umpires room, storage room, outdoor sheltered spectator area and external accessible amenities.

The opening of the \$3.5 million Caloola Reserve Multi Sport Pavilion completes the Oakleigh Sports Hub. The facility was funded by Monash Council with a State Government contribution of \$800,000 through the *Sports and Recreation Victoria Community Sports Infrastructure Fund 2019/20 - Major Facilities* category. The pavilion offers high quality shared facilities to local sporting clubs and the community and includes four change rooms, a kitchen and kitchenette, a social space and first aid room, and a multicourt set-up with hot shots tennis courts, basketball ring and hit-up wall.

## ○ Food Waste Recycling starts in Monash

In July 2020, Council launched food waste recycling for households in Monash. All food scraps, including leftovers, meat, dairy, fruit and vegetables, can now go into household green waste bins. Throughout July, benchtop kitchen caddies (made from 100 per cent recycled plastic) were delivered to all residents who have a green waste bin. Information booklets with tips about using the new service accompanied the caddies. Collected material will be processed at a facility in Dandenong South into quality compost for use by Victorian farmers.

## ○ Wellington Child and Family Hub – a first for Monash

Construction has commenced on the new purpose-built child and family centre in Mulgrave, replacing the ageing Wellington Kindergarten, and co-located Maternal and Child Health Service. The new Wellington Child and Family Hub will offer two kindergarten rooms, two maternal and child health consulting rooms, two consulting rooms for specialists and a community playgroup room, all-purpose built in a state-of-the-art facility. Construction is due to be completed in late 2021.

## ○ Netball courts at Waverley Women's Sports Centre

An upgrade to the outdoor netball courts was undertaken, with the works due to be completed by July 2021. The works include resurfacing of the eight outdoor courts, construction of new concrete pathways for more accessibility, covered spectator seating, improved courtside coaching boxes and landscaping. The project received \$2 million in funding from the State Government.

## ○ Ashwood High School Netball upgrades

The Ashwood High School netball improvement upgrades included the installation of modular amenities, decking and walkways, as well landscaping and retaining walls.

The modular amenities provide eight toilets including ambulant toilets, DDA-accessible toilet and a first-aid room, providing much-needed extra facilities for players and spectators of the Waverley District Netball Association (WDNA). The total cost of works was \$384,000 and was fully funded by Council.

## ○ Waste Transfer Station improvements

Upgrade works at the Waste Transfer and Recycling Station in Notting Hill to deliver essential safety improvements for both staff and customers. The project includes the efficient and effective replacement of old, failed concrete blocks with a fit-for-purpose tipping area.



# Major Achievements

## ○ Council's response to climate change

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

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

A collective of 46 councils have pooled their electricity needs into one long-term contract with Red Energy, which will provide the VECO (Victorian Energy Collaboration) group with renewable energy generated from wind farms here in Victoria. From 1 July 2021, that renewable energy will be used to power our council-owned infrastructure, like streetlights, major facilities and community buildings, giving an eight per cent reduction in our electricity bills.

By using renewable energy, the 46 councils will be saving 260,000 tonnes of carbon emissions from entering the atmosphere – the same as taking 90,000 cars off the road.

## ○ Precinct and structure plans

Council adopted a Precinct Plan for the Clayton Activity Centre in January 2020. The Plan sets out a major transformative, long-term vision to revitalise and grow Clayton, creating a new identity and sense of place for this significant employment, research and residential precinct. An implementation plan, based on the actions and priorities outlined in the Clayton Precinct Plan, will be prepared for further discussion and endorsement. Uncertainty around the location of the future Clayton Hub as part of the Suburban Rail Loop project may delay the implementation of some actions outlined in the Plan.

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. Minor changes are currently being made to the Precinct Plan and a meeting of the landowners is planned to be held once COVID-19 restrictions ease.

The Mount Waverley Activity Centre Structure Plan was also adopted by Council at its 30 March Council meeting. The Plan outlines a vision, directions, corresponding policies and actions and an integrated 'Village Centre Plan' for the Mount Waverley Activity Centre. It considers development opportunities and the protection of surrounding residential areas.

In March 2021, Council also endorsed the Precinct Plan for the Waverley Women's Sport Centre (WWSC). The plan outlines an aspirational design to enhance the appeal, community use and functionality of the site and will guide the future planning over the next 10-15 years. Council has already received \$2 million from the State Government for stage one, an upgrade of the outdoor netball courts, due for completion in 2021.

## ○ 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 Charter is one of three documents demonstrating Council's commitment to addressing homelessness and the housing affordability crisis, alongside the *Monash Social Housing Framework 2020-2025*, which was adopted by Council at the December 2020 meeting, and the Draft Monash Affordable Housing Strategy.

The *Monash Social Housing Framework 2020-2025* will guide Council's efforts to address homelessness and influence an increase to the supply of social housing. The framework was developed after interviews with people who lived with experiences of homelessness, and in consultation with advisory committees and community agencies.

## ○ Support for LGBTIQ+ Community

In 2020/21, Council progressed its ongoing commitment to better recognising, representing and connecting with members of our LGBTIQ+ community, including establishing an LGBTIQ+ Advisory Committee in 2021. The committee will play a vital role in providing community insights, sharing lived experience and offering ongoing feedback on the work of Council.

Furthermore, based on the findings of a community consultation 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 for the LGBTIQ community.

Building on previous LGBTIQ training with staff, Council provided our Active Monash staff with two sessions delivered by Fearless Movement Collective on LGBTIQ+ inclusion education specific to the Recreation space. This training was very well-received and also helped prepare staff for our first ever Active Pride Night.

In March 2021, Council provided all staff with the option to include their gender pronouns on their email signatures, in an effort to promote LGBTIQ+ inclusion and ensure that our staff feel respected at work regardless of their gender identity.

## ○ Imagining Monash in 2040

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

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

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





## ○ Monash Loneliness Framework

In August 2020, Council endorsed the *Monash Loneliness Framework 2020-2025*, making us one of the first councils to look at loneliness and how it impacts on the health of our community. This framework focuses on the importance of social health and facilitating social connections and community engagement as a way of reducing loneliness.

The Framework articulates Council's approach to addressing loneliness in the community with a series of recommendations to contribute to improving overall community wellbeing and social connections in Monash. It commits to prioritising the importance of fostering social health across the Monash community and facilitating social connections and community engagement.

The *Monash Loneliness Framework 2020-2025* will align with Council's next legislated municipal public health and wellbeing plan 2021 – 2025, which will include dedicated actions to prevent and reduce loneliness in our community. We will seek to build an evidence base, which will also contribute more broadly to the sector's understanding of what works to address loneliness from a public health approach.

## ○ Community Engagement Policy and Framework

Council adopted the Monash Community Engagement Policy and Framework in August 2020, following extensive community consultation including interviews with 750 randomly selected residents, community and staff workshops, and feedback on the draft framework and policy. The framework builds on Council's present community engagement practices and outlines the approach Monash Council has taken to shape community engagement in our municipality. It applies to the projects and decisions you find on Council's Have Your Say webpage and is guided by the Monash Community Engagement Policy and Section 55 of the *Local Government Act 2020*.

## ○ Health and Wellbeing Plan for Monash

Council's draft Monash Health & Wellbeing Plan 2021-2025 outlines our commitment to maximising the health and wellbeing of people who live, work, study and play in Monash. The state-legislated plan includes public health and wellbeing priorities that are evidence-based and important to the Monash community.

Council consulted extensively with the community and investigated evidence-based research to develop the draft. It hopes to implement the resulting 27 strategic health and wellbeing actions over the next four years. The final Health and Wellbeing Plan is due to be presented to Council at the October Council meeting.

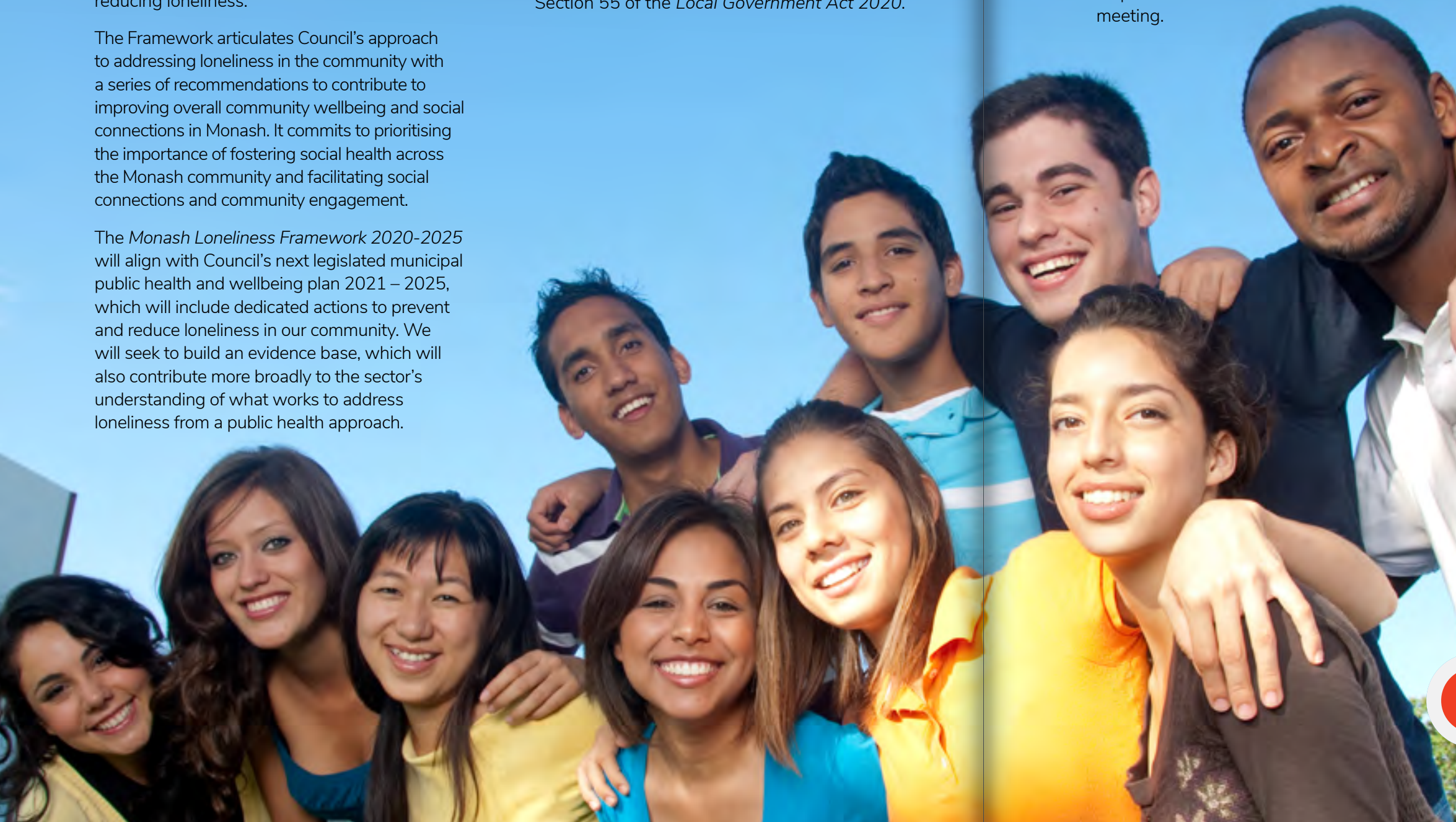
## ○ Digital Transformation Project

Monash Council's Digital Transformation Project is a three-year group of Transformation projects (2020-2023) that will transform our organisation and put our Monash customers at the heart of everything we do.

2020/21 saw the progression of several major Transformation initiatives for the Council, including completing phase one of the Council website refresh, digitisation of 32 customer experience processes across Executive, City Development and Infrastructure and Engineering divisions with the e-Services Program and the continued upgrade of the Asset Management, Financials and Contract Management systems. We also launched the Data Analytics Program, which seeks to strengthen Council's data capabilities to aid investment and decision making.

The COVID-19 global pandemic accelerated the need for the Council to adapt to new ways of working. To ensure that staff could continue working remotely and securely, the Business Technology team carried out the following technology-based solutions:

- » 675 staff had VPN enabled on their laptops or via additional PC hardware and phone integrations replicating their office desk
- » 694 IP phones were rolled out across Council
- » 800 devices were installed with Office365 with Microsoft Teams empowered staff to become mobile and enabled continuous team collaboration while securely protecting Council assets while working from home
- » All staff were successfully registered for Multi-Factor Authentication (MFA), complying with the Victorian Government's cybersecurity standards and guidelines to protect our information and systems.





# Sustainability Initiatives

## ○ Zero Net Carbon Action Plan – VECO being the first major initiative

Last year, Monash Council committed to achieving net zero emissions by 2025. In May 2021, along with 46 Victorian councils, Monash signed on to the Victorian Energy Collaboration (VECO), the largest ever emissions reduction project by local government in Australia. VECO will provide 45 per cent of all Victorian councils' electricity requirements with 100 per cent renewables, reducing emissions by 260,000 tonnes of CO<sub>2</sub>-e every year.

## ○ Monash named 2020 Sustainable City of the Year

Monash is Keep Victoria Beautiful's (KVB) Overall 2020 Sustainable City of the Year. KVB's Sustainable Cities Awards recognise and celebrate positive actions taken by communities in urban areas to protect and enhance their local environments. The overall award recognizes the commitment of Council and our local community groups in protecting and enhancing Monash's local environment with projects such as The Clayton Zone Project and The War on E-waste events being particularly mentioned. Monash also won an award in the Environment (Council) category for the native bees and seeds kits that the Sustainable Monash team put together and hand delivered to 600 residents during the COVID-19 'stay at home' restrictions.

## ○ Food waste recycling

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

## ○ Nature is Open for Business - native bee hotel and seed kits and other home-based activities during COVID-19

The native bee and seed kits initiative began as a response to COVID-19. Our Sustainability Team produced and hand-delivered kits to more than 620 households so that they could grow native plants and build bee hotels to attract native bees and other wildlife. Many of our community planting and family nature events were put on hold due to COVID-19 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.



## ○ Bush Kinders

Council's Bush Kinder spaces began in early 2020 and continued into 2021 with new bush kinder spaces created in Albany Drive Reserve, Mulgrave, and further logs added to the Sherwood Road Bush Kinder space in Mount Waverley. 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.

## ○ Gardens for Wildlife - Garden Guides

As a part of Council's Gardens for Wildlife program, residents now have access to a free visit to their garden from one of Council's volunteer garden guides. Garden Guides are fellow residents who have a love for gardens and increasing indigenous plantings and other features to support local native wildlife. In 2020/21, Council continued to conduct free workshops, to help the community learn more about plant selection, weeds and maintaining their gardens. Several events were adapted into online webinars due to COVID-19 restrictions.

## ○ City Nature Challenge

Monash Council joined forces with seven other councils in Eastern Melbourne to compete in the global City Nature Challenge – a worldwide effort to observe and identify plants and wildlife in cities across the world, in an effort to better protect them.

The Challenge encouraged the community to log as many insect and wildlife observations as possible using the iNaturalist app. Along with the Cities of Boroondara, Maroondah, Manningham, Knox, Whitehorse, Stonnington and Greater Dandenong, Monash ran a series of walks and training events to use the app. The combined Eastern Melbourne Councils group registered 7,472 observations, placing us in 30th position out of 300 cities in the world.

## ○ Waste Transfer and Recycling Station upgrade

In May 2021, Council commenced upgrade works at the Waste Transfer and Recycling Station in Notting Hill. The project aims to deliver essential safety improvements for both staff and customers and will see the efficient and effective replacement of old, failed concrete blocks with a fit-for-purpose tipping area.



# 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, which 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.

## 13 Councils Homelessness Campaign

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

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

The campaign welcomes the State Government's \$5.3 billion Big Housing Build and three sites have been identified and given in-principal support at the 30 March Council meeting.

## Elder Abuse awareness

Council recognised World Elder Abuse Awareness Day on 15 June. The campaign focus was on sharing information through Council's newsletters, website, social media and the Monash Bulletin to highlight safeguarding the rights, dignity and independence of older people. The Monash Civic Centre was lit up purple, the colour of the campaign, and the World Elder Abuse Day banner displayed on Springvale Road for a week to raise awareness of the issue.

This year World Elder Abuse Awareness Day formed part of the EveryAge Counts campaign. The main event was a community walk to highlight the need to stamp out Ageism on Wednesday 30 June. Monash's community group representatives gathered to sign the EveryAge Counts pledge together with Mayor Cr Brian Little, committing to tackle ageism across the region. Monash Council joins six other eastern Melbourne councils to pledge to "stand for a world without ageism where all people of all ages are valued and respected and their contributions are acknowledged. We commit to speak out and take action to ensure older people can participate on equal terms with other in all respects of life".

## 16 Days of Activism Against Gender-Based Violence

Council continues to support 16 Days of Activism, a global campaign to raise awareness about violence against women and its impact on a woman's physical, psychological, social wellbeing and economic security. In 2020/21, Council showed support through a social media campaign over the 16 days, lighting up of the Civic Centre, a number of staff events and training sessions, and public walks and online sessions for the community.

These online community events included a free training session open to all sporting clubs on how to be an Active Bystander to violence against women, and in partnership with other eastern Melbourne councils, Monash facilitated a panel discussion led by Georgie Dent speaking to three women about their experiences of the COVID-19 pandemic and its influence on family violence.

## Active Monash Pride Night

In a first for Monash Council, Active Monash hosted its first ever Pride Night in April 2021. The evening was held to promote inclusive and accessible physical activity for the LGBTIQ+ community and their allies. Activities on the night included a Live DJ, fitness classes, lap club, inflatable pool obstacle course and access to indoor pools, spa, sauna and other facilities.

## This Girl Can - Victoria

Council is proud to be partnering with VicHealth for This Girl Can Week to encourage local women to get active – however, wherever and whenever they choose, without being judged. The campaign aimed to encourage more women to give physical activity a go, or return to exercise after a break. It's a great opportunity to try something new, whether it's a walk in the park, a gym session, a swim or a game of netball with friends.

Council received a \$15,000 grant from VicHealth to promote the campaign to local women and host a series of events. Due to COVID-19 restrictions some events were adapted or moved online.

## Community Connector

Monash Council became a partner in the Community Connector program to assist local residents who were feeling lonely or disconnected from their usual social support network due to COVID-19. Residents could be referred to a Monash Council Community Connector through the Australia Red Cross hotline or contact Council directly. Community Connector can assist with finding local support

and joining in with social activities, such as video chats, online book and film clubs or fitness groups. Funding to support the Community Connector program was provided by the Department of Families, Fairness and Housing through their COVID-19 Community Activation and Social Isolation (CASI) Initiative.

## Be Kind Monash

A campaign aimed at reminding the community to Be Kind to themselves, their neighbours, businesses and children during the COVID-19 pandemic. The campaign encouraged the community to treat others with kindness during challenging times. Some of the ways in which people can Be Kind include supporting local business by getting a takeaway coffee or meal, buying a voucher that can be used in the future, looking out for neighbours, being patient as we all navigate the "new normal" and taking time to care for yourself.

## Sign Your Smile

Smiling is an important way we connect with people. During the COVID-19 pandemic, where people have been required to wear masks to protect ourselves and each other, Monash Council encouraged the community to Sign Your Smile instead to stay connected with each other. The campaign was run through social media and individuals were asked to post a photo of themselves signing their smile and tag #SignYourSmile and #thisismonash.

## Support for First Peoples

In 2021, Council publicly acknowledged and supported the newly-established Yoo-rrook Justice Commission that will examine the lasting effect of colonisation on the social, economic and health outcomes for First Peoples. While continuing to acknowledge Australia Day under the Federal Government's guidelines, we also believe it is appropriate to acknowledge the pain of our First Peoples, including the decision to lower the Aboriginal and Torres Strait Islander flags to half-mast on 26 January and hold a service that acknowledges that it is a day of grief and remembrance for many.



# Engaging With Our Community

## Listening Posts

Listening posts were introduced in 2014 after feedback from the community that Council needed to improve its consultation and engagement with the community.

However, COVID-19 restrictions and lockdowns throughout 2020 and 2021 prevented listening posts from being held.

Prior to the pandemic, Councillors and senior officers held regular listening posts in the community, both on weekdays and on weekends to meet residents in person and discuss any issues and concerns they have.

Council is reviewing how it will hold listening posts in the future.

## 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 4,744 incidents were reported via the app between July 2020 and the end of June 2021. 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 7,819 interactions through Webchat from July 2020 to the end of June 2021.

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 when the community was unable to visit in person.

## Concierge Service during COVID-19

To adhere to the social distancing measures as outlined by the State Government and maintain our walk-in customer service, Council implemented a concierge service in March 2020 at our 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. 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 (where possible during COVID-19 lockdowns) is vital to some of our community members.

From 1 July 2020 to 30 June 2021, Council responded to 2,978 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 28 different areas of Council for a total of 15,263 minutes between July 2020 and 30 June 2021.

## 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 and 2021 as COVID-19 social distancing restrictions meant a number of meetings were closed to members of the public, to ensure health and safety.

People can watch the meetings live or 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 1,355 live views and 2,207 views of archived meetings in 2020/21. This compared with 1,333 unique views of live streamed meetings and 2,563 unique views of the archive file in 2019/20.

It cost Council \$15,120 to provide the service for 2020/21.

## Customer Service Guarantee

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

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

## COVID-19 Impact

2020/21 has been a challenging year with several lockdowns that had a significant impact on how we deliver services. There was a slow return to in-person services during the start of 2021 with further interruptions of another two snap lockdowns. However, Council continued to provide essential services to the community including waste and recycling services, immunisations, roads and drain maintenance, customer service and other home and community care services. This was a result of innovation across the organisation, with teams swiftly moving to new ways to continue service provision to the community.

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



## 2020/21 Customer Service Guarantee Results

Indicator/measure	Target	Results		Material Variations and Comments
	Annual	2019/20	2020/21	
<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. (Number of telephone calls answered within 30 seconds/Total number of telephone calls answered)*100</p>	90%	94.12%	<b>95.13%</b>	Target achieved. There was an increase compared to 2019/20 in the percentage of telephone calls answered within the required timeframe.
<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. (Number of letters responded to within 10 working days/Total number of letters responded to)*100</p>	100%	94.74%	<b>90.10%</b>	This continues to be an area of management focus.
<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. (Number of emails responded to within 10 working days/Total number of emails responded to)*100</p>	100%	94.18%	<b>93.14%</b>	This result is consistent with previous results. Some changes to business processes are being implemented.
<p><b>Communications</b></p> <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	21	<b>61</b>	Although the pandemic restricted Council on providing face-to-face events/opportunities for community feedback, the number of online opportunities tripled compared to 2019/20. Council invited the Monash community to participate in a range of online surveys such as the 2021/22 Budget, night-time cat curfew, Tree Management Policy, Local law on smoking outdoors, Health & Wellbeing Plan, and Public Toilet Strategy.

Indicator/measure	Target	Results		Material Variations and Comments
	Annual	2019/20	2020/21	
<b>Communications (Cont'd)</b>				
<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. (Number of participants and respondents/ Number of households)</p>	N/A	0.16	<b>0.30</b>	Participation opportunities have increased significantly with the introduction of Council's online engagement platform, Shape Monash.
<p><b>Community consultation reports completed</b></p> <p>Defined as the percentage of consultation reports completed and published. (Number of summary consultation reports completed and published on specific issues/topics/ Number of consultations conducted)*100</p>	75%	14.29%	<b>64.58</b>	A significant increase in the number of reports completed compared to 2019/20, however still below target. This is due to the timing of a number of consultations and reports are still in progress.
<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. (Number of newsletter published/ Number of household)</p>	N/A	0.00215	<b>10.60</b>	The number of newsletters published equalled 10.6 per household in 2020/21. This corrects a previous calculation error which counted only the number of issues published and not the number of copies distributed.
<p><b>Website hits</b></p> <p>Defined as the number of Monash website hits per head of municipal population. (Number of website hits/Municipal population)</p>	N/A	6.89	<b>12.90</b>	Compared to the 2019/20 reporting period the number of website hits has doubled. This may be attributed to the COVID-19 restrictions where people required information on Council services during the lockdowns.



Indicator/measure	Target	Results		Material Variations and Comments
	Annual	2019/20	2020/21	
<p><b>Children's, Youth and Family Services</b></p> <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 (Number of effective fulltime child care places utilised/Number of effective fulltime child care places available)*100</p>	97%	89.91%	<b>94.73%</b>	A significant increase compared to 2019/20. However, below target. Nine children who were to attend Kindergarten at Brine Street withdrew from at least two days care to attend stand*alone kindergartens, which were offering "Free Kinder" in 2021. Other families chose to not attend care due to their concerns regarding the pandemic.
<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 (Total direct cost of service less any income received/ Number of effective fulltime child care places utilised)</p>	\$5.00	\$5.43	<b>\$46.50</b>	The service recorded a gross surplus for the year. During 2020 the Australian Government introduced several COVID-19 relief packages and grants to support early year's child care services. In order to receive the relief package and grants Council was unable to charge parents the Gap Fee if the child was absent from care. The funding ceased at the end of December, 2020.
<p><b>User satisfaction with Brine Street Child Care Centre</b></p> <p>Defined as the user satisfaction rating with how Council has performed on the delivery of Brine Street Child Care Centre services</p>	85%	89.16%	<b>89%</b>	Satisfaction Survey was conducted in April 2021. 51% of the centre's families responded to the survey, an increase of 7% on 2020. 100% of families who responded said they would recommend Brine Street to other parents looking for childcare. 85.45% of families who responded said they were very satisfied with Brine Street, an increase of 16.22% in very satisfied responses from 2020.

Indicator/measure	Target	Results		Material Variations and Comments
	Annual	2019/20	2020/21	
<p><b>Monash Gallery of Art (MGA)</b></p> <p><b>Participation of the Monash Gallery of Art</b></p> <p>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)</p>	N/A	0.52	<b>0.17</b>	In 2020/21, the MGA was opened for 128 days as opposed to 283 days in the prior year. Due to rolling lockdowns in Melbourne, visitation to the site was not permitted for more than half the year with the three lockdowns. The Gallery opened briefly for a few days in early July 2020, limited to 20pax per hour, until it closed again. The MGA doors opened again in November 2020 to February 2021 with limited capacity, until the third lockdown in February 2021 and fourth lockdown in June 2021. This had a significant impact on visitation. During the lockdowns, visitation moved to online engagement activities including: launching virtual gallery tours, online education, public and fundraising programs
<p><b>Visitor satisfaction with Monash Gallery of Art</b></p> <p>Defined as the visitor engagement rating across 8 dimensions that measures quality and impact (Excellence, Rigour, Meaning, Relevance, Heritage, Captivation, Local Impact and Connection) of Monash Gallery of Art exhibitions and programming.</p>	75%	74%	<b>73%</b>	Although the gallery was closed throughout multiple lockdowns visitor surveys were conducted online and the satisfaction levels remained high, with many activities moving online.



Indicator/measure	Target	Results		Material Variations and Comments
	Annual	2019/20	2020/21	
<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 & Wifi sessions, and event attendances/ Municipal population)	N/A	8.34	<b>6.41</b>	In 2020/21, the lockdowns as a result of the pandemic impacted significantly on library loans and community usage of internet PCs and wifi services. Increase in eResource usage and viewing of online programs was offset by a drop in physical loans and attendances at programs. Our Libraries provided a delivery service during lockdown to ensure community remained connected to physical resources.
<b>Number of library events and programs</b> Defined as total number of library events and programs	2,500	2,170	<b>1,366</b>	Due to lockdown periods, physical programs at each site were not possible. Our Libraries offset this by providing online story-times and programs.
<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	87	<b>85</b>	Target met. Satisfaction rating declined marginally on previous year, down 1.9% to 84.9, but remains 'excellent'.
<b>Aged and Community Support</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%	72.72%	<b>57.10%</b>	COVID-19 lockdowns continued during the year, which contributed to targets not being met.
<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	35.35	<b>26.23</b>	Increase during the second reporting period from January to June 2021 with more events being able to be held in person, as well as via ZOOM, as COVID-19 lockdown restrictions eased during this six-month period.

Indicator/measure	Target	Results		Material Variations and Comments
	Annual	2019/20	2020/21	
<b>Aged and Community Support (Cont'd)</b>				
<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	12.24	<b>3.36</b>	With the easing of COVID-19 restrictions there was more opportunity for Meals volunteers to participate with the delivery of meals during this period but not all volunteer programs returned.
<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	0.79	<b>0.79</b>	No change in the number of clubs operating in Monash after COVID-19, although team numbers are down.
<b>Number of teams allocated access to sports grounds</b> Defined as the number of sports teams that access Council's sports grounds. (Number of teams accessing sports grounds/Total number of sports grounds)	6.00	6.11	<b>6.11</b>	No change from previous year. Although there has been a slight reduction in the number of winter teams accessing sports grounds, following easing of COVID-19 restrictions, compared to a small increase in summer teams that were less interrupted by COVID-19.
<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%	166.65%	<b>166.65%</b>	No change from previous year as the overuse of sports grounds compared to their preferred usage levels to maintain playing surface quality remains an issue.
<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%	68.34%	<b>68.34%</b>	No change from previous year although allocation may not reflect actual usage due to COVID-19 restrictions.



Indicator/measure	Target	Results		Material Variations and Comments
	Annual	2019/20	2020/21	
<p><b>Engineering</b></p> <p><b>Community satisfaction with the provision of parking facilities in Monash</b></p> <p>Defined as the community satisfaction rating out of 100 with the provision of parking facilities in Monash to tend upwards. Despite this, this satisfaction level is slightly higher when comparing to the average (70) across the five-year period from 2016 to 2021.</p>	70	72	<b>71</b>	Satisfaction with parking facilities (71) is marginally lower compared to last year's result (72).
<p><b>Community satisfaction with local traffic management in Monash</b></p> <p>Defined as the community satisfaction rating out of 100 with local traffic management in Monash to remain higher than the metropolitan benchmark.</p>	69	74	<b>73</b>	Satisfaction with local traffic management (score 73 out of 100) is marginally higher than the set target (69).
<p><b>Bicycle usage in Monash</b></p> <p>Defined as the average number of cyclist movements across the annual Super Tuesday bicycle count sites.</p>	N/A	70.7	<b>55</b>	<p>The 2021 Super Tuesday bicycle counts indicate 55 cyclist movements per site in Monash. This year, our national results reveal a 33% decrease when compared with the same sites surveyed in 2020. There are a number of potential factors explaining this decline. It is likely that issues related to COVID-19 affected bike riding activity in March. These issues may include increased preferences for working from home arrangements, an increase in car-based travel, and the gradual return of employees to offices. Environmental issues, such as weather, may have also contributed.</p> <p>Overall, the decrease in Monash was 25% which is less than the average decrease across Victoria and Australia.</p>

Indicator/measure	Target	Results		Material Variations and Comments
	Annual	2019/20	2020/21	
<p><b>Sustainable Monash</b></p> <p><b>Overfull street litter bins reports responded to within the required timeframe</b></p> <p>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 4 pm, Monday to Friday. (Number of overfull street bin reports responded to within 2 hours/ total number of overfull bin reports responded to)*100</p>	100%	90%	<b>97.22%</b>	A significant improvement compared to 2019/20. However, still below target due to COVID-19 restrictions. In 2020/21, all but one request was responded to in time. Extra workload placed on staff due to COVIDSafe plans and ability to have only one staff in a truck rather than the normal two staff contributed to this missed service.
<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 4 pm, 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%	97%	<b>99.44%</b>	Marginally below target due to COVID-19 restrictions but an improvement compared to 2019/20. Out of 1947 requests only 11 were not attended to within one day. They were attended the next day. Staff being restricted to one person per truck due to COVIDSafe plans contributed to additional workloads and may have contributed to these missed timeframes.
<p><b>Capital Works</b></p> <p><b>M<sup>2</sup> of footpath renewed</b></p> <p>Defined as the number of M<sup>2</sup> of footpath renewed annually</p>	30,000	40,063	<b>31,000</b>	Reduced quantity of footpath renewal delivered in 2020/21 due to reduction in Capital Works funding (approx. 25%/\$900k) to respond to COVID-19 budget savings as determined by Council.



Indicator/measure	Target	Results		Material Variations and Comments
	Annual	2019/20	2020/21	
<b>Facilities and Infrastructure</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%	93.02%	<b>100%</b>	All graffiti removed and completed on time.
<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%	84.06%	<b>84.07%</b>	Target was not achieved due to services being scaled back as a result of COVID-19 restrictions and lockdowns.
<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%	88.05%	<b>86.05%</b>	Target was not achieved due to services being scaled back as a result of COVID-19 restrictions and lockdowns.

Indicator/measure	Target	Results		Material Variations and Comments
	Annual	2019/20	2020/21	
<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	2,494	<b>1,760</b>	Council's street tree planting programs have resulted in the planting of 1760 replacement street trees including infill into vacant locations.
<p><b>Number of street trees removed</b></p> <p>Defined as the number of street trees removed.</p>	N/A	1,934	<b>983</b>	983 street trees have been approved for removal this year. Tree removals are approved for a range of reasons, including that the tree has been assessed as dead, dying or dangerous. Dead and dying trees make up the majority and recognises Council's ageing tree population. As trees reach the end of their useful life they are removed to make way for new street trees. The remaining trees are removed to unmanageable conflict with infrastructure and utility services such as power lines and underground water pipes.
<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	126,315	<b>91,282</b>	A total of 91,282 trees, shrubs and groundcovers have been planted across the year. The plantings have been targeted in areas to build on both the amenity and ecological value of a reserve. In summary 8460 trees, 19,657 shrubs and 63,165 groundcovers have been planted. COVID-19 restrictions, including no community driven planting events which can contribute up to 15,000 plantings annually, have provided a significant challenge to Council's Horticulture team and suppliers throughout. The overall result has still exceeded the annual target.



Indicator/measure	Target	Results		Material Variations and Comments
	Annual	2019/20	2020/21	
<b>Horticulture (Cont'd)</b> <b>Number of trees removed in reserves</b> Defined as the number of trees removed in reserves	N/A	603	<b>377</b>	As a result of Council arborist inspections, 377 trees were approved for removal. Council's tree management approach includes proactive inspections throughout its reserves to identify trees that, due to their health and condition, may pose an unacceptable risk to the community. Council's focus is to ensure trees in close proximity to high-use areas such as playgrounds, shared paths and activity centres are inspected and, based on findings, are maintained to minimise risk to the community. Council has also undertaken approx. 3,500 pruning works to retain trees in good health and condition.



## Satisfying our community

Council's annual Community Satisfaction Survey began in April 2021. COVID-19 prevented the usual face-to-face door knock interviews, and the survey was conducted over the phone instead. The research was again undertaken by independent research company Metropolis Research Pty Ltd, with 801 randomly selected residents.

Council recorded an overall satisfaction score of 7.34/10, slightly down on the 2020 record of 7.51, but close to the five-year average of 7.37 and remains in the very good range. The 2021 metropolitan Melbourne average was 6.92. The survey also underlined how hard Council and Council staff have worked to deliver services and maintain facilities during the pandemic.

### City of Monash services with the highest satisfaction levels included:

- » Garbage collection (8.55)
- » Recycling service (8.54)
- » Local library and library services (8.49)
- » Green waste collection (8.48)
- » Council-run services for children and their families (8.21)
- » Hard rubbish collection (8.19)
- » Recreation and aquatic centres (8.13).

Average satisfaction across 28 Council services and facilities surveyed was 7.82, slightly down on 7.86 in 2020, and remained on average at an excellent level. The metropolitan Melbourne average was 7.53.

Satisfaction with Council's customer service delivery increased by 4.3 per cent to 7.87 per cent, taking it from very good to excellent and more than reversing a small decline in 2020.

Respondents were on average satisfied at a good level with Council's performance maintaining community trust and confidence, its responsiveness to community needs, making decisions in the interests of the community, consultation and engagement, and representation, lobbying and advocacy.

The only areas to record a substantive satisfaction decline were governance and leadership aspects, which fell by an average 4.5 per cent to 7.05 per cent – still a good level of satisfaction. The report noted this may have been due to local government elections in late 2020.

The top five aspects respondents valued most about Monash were parks, gardens, open and green spaces, community atmosphere/feel, cleanliness and maintenance, cultural diversity, and safety.

### When asked how Monash could be a better place in 20 years, the top five responses were:

- » More trees, greenery, green spaces
- » Less overdevelopment/density/high-rises
- » Better traffic management
- » More parks, gardens, open spaces, and equipment
- » Better planning and development.

Key local issues identified included building, housing, planning and development, parks, gardens, and open spaces, traffic management, and parking. Only eight respondents raised issues around COVID-19, down from 16 in 2020.



# 2020

## JULY

### Further Consultation on the night-time cat curfew

Council sought further feedback on the introduction of a night-time cat curfew (sunset to sunrise) with the community, including affected registered cat owners, and local Friends groups. The curfew was included in the final Domestic Animal Management Plan that went to Council.

### Draft Governance Rules

Council invited written submissions on the draft Governance Rules and the Election Period Policy. These rules replaced the Meeting Procedures Local Law and govern the conduct of meetings of Council and Delegated Committees.

### Draft Monash Social Housing Framework 2020-2025

Community feedback was sought on the draft *Monash Social Housing Framework 2020-2025*, the first social housing framework for Monash. The Framework will guide Council's efforts to address homelessness and to influence an increase to the supply of social housing, primarily through outreach and advocacy.

### Community Engagement Framework

Council sought feedback on shaping the draft Community Engagement Framework, developed with the help of our advisory groups and engagement practitioners. It considers the *Local Government Act 2020* and best practices in community engagement. It includes principles, an engagement planning guide and our promise to the public on how we will engage with them.

## AUGUST

### Monash Community Panel

Members of the community were invited to join the Monash Community Panel to provide feedback on Council's plans and projects as part of deliberative engagement. The panel consists of a large group of people who represent the diversity of our community and is made up of residents, workers, volunteers, visitors, business owners, ratepayers and student.

### Sports Grounds Floodlighting Policy

Feedback was sought on the Sports Ground Floodlighting Policy. The policy seeks to introduce a fair, equitable and transparent system to manage sportsground and active playing surface floodlighting across Monash.

### Oakleigh Community Infrastructure Study

Council sought feedback from the community to inform the Oakleigh Community Infrastructure Study. The Study will help provide Council with a strategic and planned approach to community infrastructure in Oakleigh, to balance community aspirations and needs with the resources available.

### Waverley Women's Sport Centre Precinct Plan

Community feedback was sought on the draft Waverley Women's Sport Centre Precinct Plan. All submissions and comments were reviewed and considered before a final Precinct Plan was presented to Council for consideration. The Precinct Plan was endorsed by Council in March 2021. Council has already received \$2 million from the State Government for stage one, an upgrade of the outdoor netball courts, due to be completed in 2021.



## OCTOBER

### Draft Monash Tennis Plan

Council sought community feedback on the Draft Monash Tennis Plan, which was developed as a result of extensive consultation and work with the tennis clubs in Monash to strategically address key issues for this sport. All submissions and comments will be considered for the final Monash Tennis Plan.

## NOVEMBER

### Budget 2021/22

Council asked the community to participate in shaping the 2021/22 Monash Budget. Submissions would inform the development of the draft Budget and help Council prioritise the types of projects and services to consider.

### COVID-19 Community Recovery Plan

Council sought feedback to help better understand how the community has experienced the COVID-19 pandemic and the different ways in which residents were impacted. Responses will inform Council's COVID-19 Community Recovery Plan to support our community in recovering from the impacts of the pandemic.

## DECEMBER

### Active Recreation Opportunities Strategy

Council has partnered with Sport and Recreation Victoria to develop an Active Recreation Opportunities Strategy that will guide the future enhancement of parks and reserves to encourage healthy physical activity in Monash. Council invited residents to provide input into the development of the Strategy through workshops, community forums and surveys.

### Municipal Public Health and Wellbeing Plan

Council sought feedback from the community on their health and wellbeing priorities through an online survey and community workshops. Feedback will inform the development of the *Monash Health and Wellbeing Plan 2021-2025*.

### Mount Waverley Reserve Masterplan

Community members were asked to provide feedback on shaping the future use, management and development of the Mount Waverley Reserve to assist with the development of the draft Masterplan. The development of the masterplan is funded by Sport and Recreation Victoria.



# 2021

## JANUARY

### Glen Waverley Sports Hub Project

In December 2020, Council announced the \$26.7M tennis complex to be built in Glen Waverley. Initial community information sessions were held via Zoom due to COVID-19, followed by on-site consultation with neighbouring residents and golf players. Council also sought feedback via several online consultations on improvements to recreational public open space at the Centre, a traffic study and usage of the current golf facilities.

### Upgrades to playspaces

Council sought feedback on upgrades to playspaces in Botanic Drive Reserve in Glen Waverley, Garnett Street Reserve in Huntingdale, Octavia Court Reserve in Burwood, Carlson Reserve, Petronella Avenue in Wheelers Hill.

## FEBRUARY

### Tree Management Policy

Feedback was sought on the draft Tree Management Policy. The draft Policy aims to form a clear understanding and agreement with the community on how Council will manage its trees located on Council managed land.

### Smoke Free Areas Local Law

Council asked the community for their views on the draft Local Law on Smoke Free Areas. A telephone survey was conducted, followed by a call for submissions online. The new Local Law will provide mechanisms for Council to prescribe areas within the municipality to be smoke-free and will revoke the current local law.

### Footpath Trading and Access Policy

Feedback was sought on proposed changes to the *Footpath Trading and Access Policy*. Council is looking to update the Policy so that for any public footpath areas available for trade, there is a requirement that food must be made available at all times when these areas are in use. Consistent with the Tobacco Act, as long as food is commercially available, smoking would be prohibited.

## MARCH

### Community Satisfaction Survey

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

### Imagine Monash 2040

Council asked the community what they imagined Monash in 2040 would look like. Submissions will be used to guide planning for the Community Vision, Council Plan, and long-term plans for managing our assets and finances through a Financial Plan and Asset Plan.

## APRIL

### Draft Football (Soccer) Plan

Following initial consultation in 2020 on the Football in Monash Discussion Paper, Council sought feedback on the draft Monash Football (Soccer) Plan. The Plan has been developed following consultation with football clubs in Monash to strategically address key issues for the sport and to ensure a vibrant and sustainable future for the game.

### Age Friendly Monash

In conjunction with the Positive Ageing Reference Group, Council asked the community its thoughts via an online survey on being active, healthy ageing and improving the liveability of our community across eight areas. Responses will inform Age Friendly City actions for the Monash Health and Wellbeing Plan.

### Pathways to Equality

Council is engaging an artist to do a mural on the railway overpass on Winbirra Parade in Ashwood and stickers on the footpath leading to Power Neighbourhood House. The community were invited to provide feedback into what would shape the design of the mural and stickers. The community will then vote on the final design theme.

### Ashwood Hockey Reserve

Council is exploring the possibility of constructing a second hockey pitch at Ashwood Reserve. Feedback was sought on the proposed design concept and community members were invited to attend two on-site information sessions.

### Draft Revenue and Rating Plan

Submissions were invited on the draft Revenue and Rating Plan, a new plan required under the *Local Government Act 2020* that will determine the most appropriate and affordable revenue and rating approach for Monash City Council which, together with other income sources, will adequately finance the objectives proposed in the Council Plan.







## MAY

### **Public Toilet Strategy**

Council sought community feedback on the draft Public Toilet Strategy to guide public toilet design and service provision across Monash. The Strategy also includes Public Toilet Design Standards to ensure the service provision meets the customer expectations of the community and visitors.

### **Upgrades to playspaces**

Council sought feedback on upgrades to playspaces in Cambridge Street Reserve in Oakleigh, Cameron Avenue Reserve & Progress Park in Oakleigh, Atheldene Drive Reserve in Glen Waverley, Rivett Crescent Reserve in Mulgrave, Flora Road Reserve in Clayton and Herriots Boulevard Reserve in Glen Waverley.

### **Cricket in Monash discussion paper**

Council asked the community to provide feedback on the Cricket in Monash discussion paper, as a result of consultation with cricket clubs in Monash, to strategically address key issues for the sport. The community and club responses will inform the development of the draft Monash Cricket Plan, which will include Guiding Principles and Key Actions to ensure a vibrant and sustainable future for cricket in Monash.

### **2021 Monash Youth Survey**

Monash Youth Services designed and implemented a survey for their peers to contribute to the improvement of youth services in Monash. The results of the survey will help Council understand the topics of concern for young people connected to the City of Monash and identify young people's connections to their local community.

### **Active Recreation Opportunities Strategy**

Council is partnering with Sport and Recreation Victoria to develop an Active Recreation Opportunities Strategy for the City of Monash to guide the future enhancement of parks and reserves to encourage healthy physical activity. Council asked the community to provide feedback on what they enjoy about being active in our parks and reserves, as well as suggestions for activities or infrastructure that would further encourage physical activity. Submissions were used to inform the draft strategy, which the community was again invited to provide feedback on.

### **Draft Domestic Animal Management Plan 2021-2025**

Feedback was sought to inform the draft Domestic Animal Management Plan 2021-25. The Plan focuses on cats and dogs specifically and outlines the key issues, objectives and priorities for how they will be managed.

### **Amendment C163: Corrections to the Monash Planning Scheme**

Submissions were invited on the Amendment C163: Corrections to the Monash Planning Scheme, which proposes minor corrections relating to five specific locations in Monash.

### **Libraries Services for the whole community**

Council invited the community to share what they like about their library, what they would change and what we can offer that we don't currently. Feedback was sought through a series of four focus groups.

## JUNE

### **Smoke-free areas**

Following the adoption of the Smoke Free Areas Local Law in May 2021, Council is seeking further community feedback on Smoke Free Areas in Eaton Mall, Oakleigh and Kingsway, Glen Waverley.



# Building Community Capacity

## Community Awards

### Sir John Monash Awards

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

In 2020, we received 51 nominations in the eight award categories. The nominations period was extended by one month, to 12 July 2020, to accommodate the impacts of the COVID-19 pandemic.

Philip Ryan won the overall Sir John Monash Award for Outstanding Leadership and the Outstanding Advocate of People with Disabilities category. Philip is one of the community's unsung heroes, his eldest daughter has an intellectual disability and he has immersed himself in ensuring people with special needs are advocated for and included in all mainstream activities. A recent program Philip has been developing is a Junior Football Integration Development Association pathway, allowing young people with a disability to begin their football journey from a young age - previously this has been non-existent.

#### The 2020 winners are listed below:

- » **Multicultural Champion:** Manal Tahir
- » **Active Monash:** Jeff Hocking
- » **Outstanding Advocate of People with Disabilities:** Philip Ryan
- » **Sustainability Leadership:** Alice Mahar
- » **Youth Leadership Award:** Boris Lai
- » **Volunteer of the Year:** Anthony Hodges And Kerry Ryan
- » **Inspirational Women's Leadership:** Mizna Shahbaz
- » **Positive Ageing Leadership:** Pravin Ghelani

Due to the COVID-19 lockdown, the 2020 Sir John Monash Awards ceremony was postponed. The ceremony was eventually held on Thursday 25 March 2021 at the Mount Waverley Community Centre, with reduced attendance numbers in accordance with COVID-19 density requirements.



## 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 in 2020 and received all requests from Monash residents seeking emergency support. The team also contacted residents who were in mandatory isolation after returning to Australia from overseas.

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

This work has continued into 2021 and we are still providing support to our community who need food relief and other services. Requests for support have increased when lockdowns or other sporadic COVID-19 cases have occurred.

### Community Activation and Social Isolation (CASI) Initiative

Council received funding from the State Government to establish the CASI Project. This Community Activation and Social Isolation project was established to help the community build new social connections and networks of support. The project has had a number of successes including the establishment of the Community Connector Local Support Network (LSN). The network has met on a regular basis and comprises of community and volunteer organisations, local community groups, and community leaders.

### 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.

### Disability Advisory Committee

A drive to recruit new members to the Monash Disability Advisory Committee saw the establishment of two positions for organisations and 10 new members joining the committee, these new members enhance the voice of the existing committee members and the group reflects the diverse community that they represent. Giving community members with disability or/and interests in disability an opportunity to advocate directly to Council on behalf of people with disability and their carers.

### Monash/Knox Pathways for Carers

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

### 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 often written by children. Many of the decisions regarding the look and feel of the newsletter are made in conjunction with the school age children who oversee the publication of each newsletter.



## Young Women's Leadership Program

The 2020/21 Young Women's Leadership Program was delivered via Zoom to be inclusive to our young people during the COVID-19 pandemic. The 10-week program ran twice during 2020/21, with this year's participants joining the 147 graduates who have completed the program since 2016.

## Community Leaders United by Sport (CLUBS) 2020

Council received funding from Sport and Recreation Victoria and the Office for Women to offer our local sports clubs another opportunity to take part in our successful Community Leaders United by Sport (CLUBS) Gender Equality in Sport pilot program. Monash Council, and partners Link Health & Community and Monash University, worked with individuals from 19 clubs to increase the participation of women and girls in sport, and challenge gender stereotypes. We undertook focus groups to better understand the barriers and opportunities for women in local club sport, provided leadership training support clubs to make positive changes, and held Bystander Training open to all clubs in Monash. As a result, clubs have undertaken a range of initiatives including creating new diversity and inclusion subcommittees, reviewing their policies and procedures, and updating position descriptions for committee and volunteers to be more inclusive.

## Gender Equity Advisory Committee

The Gender Equity Advisory Committee (GEAC) continues to strengthen its diversity with five new members recruited in 2021. One of the key achievements of the GEAC this year was Council's annual International Women's Day (IWD) event. More than 60 people registered to hear facilitator Michelle Redfern give an overview of the historical context and importance of IWD, followed by a Q and A with a panel of five of our wonderful community members from Council's Gender Equity Advisory Committee (GEAC): Diana Hansen, Tania Rose, Debbie Lee, Bailey Webb, and Jazzy Howlett. It was a pleasure to hear the insights and experiences of this diverse group of people, as well as their passion and the ways that they #ChooseToChallenge gender inequality every day. It was also an opportunity for the community to hear more about GEAC, with this being the first time that many in the audience had heard of the committee and its work.

## LGBTIQ+ Advisory Committee

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

## Environmental Advisory Committee

15 new community representatives were appointed to the 2020-2022 Environmental Advisory Committee (EAC) at the July 2020 Council meeting. The Committee has met monthly since December 2020 and to date has workshopped and provided input on a range of areas including communicating about sustainability, vegetation and tree canopy, Zero Net Carbon actions, circular economy initiatives, integrated water management, and Imagine Monash 2040. Its feedback will be integrated into programs going forward.

## Multicultural Advisory Committee

Monash is one of the most culturally diverse communities in Victoria with around 45 per cent of our population born overseas. The committee has continued to meet to consult on issues affecting Monash's culturally and linguistically diverse community and provides feedback and advice to Council on its policies, plans and services that impact people of Culturally and Linguistically Diverse (CALD) backgrounds. The committee helps Council to promote the benefits of cultural diversity in the Monash municipality and beyond, and provides advice to Council with its communication, engagement and consultation with CALD communities.



## Community Grants

Monash Council funded almost \$2.5 million in community grants to groups and organisations within Monash in 2020/21.

Council provided cash and in-kind funding (including hall hire or printing) to 199 organisations and services who met the funding criteria. Of these, 76 were annual grants and 122 on multi-year agreements that will be in place until June 2023.

These included 26 Arts & Cultural Projects, 12 Specialist Services organisations, nine Neighbourhood Houses and 74 Positive Ageing groups.

Given the impact of COVID-19, approved allocations were for the full funding year, however

this was provided on a pro-rata basis if and when the project or activities were able to commence in a COVIDSafe manner.

Council also endorsed setting aside \$135,000 of the existing grants funds for the establishment of a Quick Response Grant Program to strengthen the community and build resilience during the pandemic. Funding was provided to 22 successful applicants for projects that focused on many areas including mental health, loneliness and community connection, with strong support for the Arts sector.

To find out more about the recipients of the Community Grants in 2020/21:

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



# Calendar Of Events

# 2020

## July

- » School Holiday Program at Monash Libraries\*
- » Effective Grant Writing workshop with Debby Maziarz\*
- » Winter Concert Series — Horns of Leroy ft. Thando, Mighty Duke and the Lords and Alejandro Aguanta\*
- » Reach for the Rainbow with Lisa Westlake\*
- » Young Men's Leadership Program\*

## August

- » This Girl Can Webinar with two-time Olympian Ashleigh Brennan\*
- » Bringing Up Great Kids\*

## September

- » Monash Youth Film Festival 2020\*
- » Creatively Connected 2020\*
- » Gardens for Wildlife: Introduction to Wildlife Gardening\*

## October

- » Gardens for Wildlife: Attracting Small Birds to Your Garden\*
- » WordFest: Spoken, Written, Crafted\*
- » From Surviving to Thriving\*
- » Open Stage Night with We are Together\*

\* delivered online due to COVID-19 pandemic

## November

- » NAIDOC Week celebrations including a Welcome to Country, Acknowledgment of Country and Community Animation with Kutcha Edwards\*
- » NAIDOC Week Bushtukka Presentation with Cassie Leatham\*
- » NAIDOC Week Indigenous themed film screening and storytimes at Monash Libraries\*
- » NAIDOC Week Interview with Leah King Smith\*
- » Gardens for Wildlife: Attracting Native Bees and Butterflies to Your Garden\*
- » Sir John Monash Lecture 2020\*
- » Racism – Understanding Your Rights and Taking Action

## December

- » Women's resilience in lockdown with Georgie Dent\*
- » Monash Carols by Candlelight\*
- » Bowness Photography Prize showcasing excellence in photography at the Monash Gallery of Art (delivered in person and online)



# 2021

## January

- » Oakleigh Recreation Centre Grand Opening
- » Australia Day celebrations, including The Festival of Faces\*
- » School Holidays Program at Monash libraries

## February

- » Clayton Festival Online 2021\*
- » Monash Open Studios Exhibition
- » *Not Standing Still: new approaches to documentary photography* exhibition at Monash Gallery of Art
- » Sounds of Summer events

## March

- » Live at Warrawee 2021
- » Celebrating International Women's Day: Emerging More Resilient with Emma Alberici\*
- » International Women's Day Event 2021: #ChooseToChallenge\*
- » Clean up Australia Day activities across Monash
- » Monash Active Outdoors Program

\* delivered online due to COVID-19 pandemic

## April

- » Active Monash Pride Night
- » School Holiday Program at Monash Libraries
- » Webinar: What happens to your recycling?
- » City Nature Challenge events

## May

- » *STAGES: photography through the pandemic* exhibition at Monash Gallery of Art
- » Women's Business Network Hybrid Event - More Women in STEM (delivered in person and online)
- » Webinar: Sustainability at Home
- » International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT) Week Program at Monash Libraries
- » Power of Connection with Esther Xu (interactive online event)

## June

- » WordFest: Transcend the Ordinary – celebrating 25 years
- » Refugee Week 2021 Concert: Saray Iluminado
- » Monash Active Winter Program
- » An evening with Michael Mosley: Revolutionise your body from the inside out





# 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. Since the program began, it has collected a staggering 1.145 million kilograms.

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

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

## Mobile Muster

Monash Council is the top recycler of mobile phones again in Victoria under the Mobile Muster program in 2021 repeating Council's success in 2020. Through community donations Council contributed 245kg of mobile phone components in the 12 months to April 2020 through Mobile Muster collection points at the Civic Centre (Glen Waverley), Waste and Transfer Station (Notting Hill), Wheelers Hill Library, Glen Waverley Library, Clayton Library and Mount Waverley Library. Monash Council has been a partner of Mobile Muster since 2008. This year MobileMuster has joined forces with Landcare Australia and, for every phone recycled, it will provide \$1 to assist with the planting of trees and shrubs that will protect our waterways and diverse wildlife (3298 handsets and batteries were recycled in Monash).

## Keep Victoria Beautiful (KVB) 2020 Sustainable Cities – Sustainable City of the Year Award

Monash Council was awarded Sustainable City of the Year in KVB's Sustainable Cities Award in November 2020. The award recognises and celebrates positive actions taken by communities in urban areas to protect and enhance their local environments. We also won an award in the Environment (Council) category for the native bees and seeds kits that the Sustainable Monash team put together and delivered to interested residents during the COVID-19 'stay at home' restrictions.

Monash was also highly commended in the Litter and Waste categories. Our Monash

Youth Ambassadors (YABS) were also finalists in the Social Well-being category for their #MYAction2020 campaign.

We were competing with other metropolitan councils - City of Bayside, City of Casey, City of Moonee Valley and City of Port Phillip – in the overall Sustainable City Award.

As part of the awards submission, Council put forward several projects that showcased the sustainability projects and education being done in the community.



## Grants and Funding

Here are some of the grants and funding Council received or awarded in 2020/21:

- » \$21M in funding from the State Government towards the Glen Waverley Sports Hub including 18-court public tennis centre, to sit across from the Glen Waverley Golf Course
- » \$2M in funding from the State Government's 'Building Blocks - Capacity Building' - 2021-22 Integrated Children's Centre Grant scheme towards the design and construction of the Pinewood Early Years Hub
- » \$1.6M in funding from the Victorian Government's Community Sports Infrastructure Stimulus Program for the Sports Ground Lighting package at Pinewood, Capital, Southern, Meade, Mulgrave and Freeway Reserves
- » \$1M in funding from the State Government for the Wellington Child and Family Hub
- » \$910,000 was received from the Federal Government through the Department of Infrastructure, Transport, Regional Development and Communications 'Local Roads and Community Infrastructure Grant' for improvements to the Davies Reserve Athletics Track and Soccer pitch improvements
- » \$900,000 funding from the Victorian Government through the Department of Environment, Land, Water and Planning's (DELWP) Suburban Parks Program to create a pocket park at Cameron Avenue Reserve
- » \$500,000 from the State Government through the Sports and Recreation Victoria's Local Sports Infrastructure Fund 2020/21 - Female Friendly Facilities category towards redeveloping the Brentwood Reserve Pavilion
- » \$500,000 from the State Government under the first round of funding from the Outdoor Dining and Entertainment Package. A second \$500,000 was successfully awarded from round two of funding for Outdoor Dining support for delivery of longer term 'parklets' for general use and a media campaign to showcase our Activity Centres and hubs to attract people to these centres
- » \$400,000 funding from DELWP's Pocket Park Program, to create a pocket park including sensory play elements at Westerfield Drive Reserve
- » \$300,000 from DELWP's Park Revitalisation Program to upgrade Carlson Reserve on Clayton Road to revitalise, reinvigorate and expand public open space and enhance family social recreation opportunities
- » \$280,000 from Sustainability Victoria Small Business Energy Saver to be delivered in 2021/22
- » \$254,000 from the Federal Government, under the Local Road Community Infrastructure Grant, to create a walking path and enhance the existing fitness station at Wellington Reserve, Mulgrave
- » \$158,000 from Sustainability Victoria Sustainable Infrastructure Fund (SIF) to fund the use of recycled content asphalt and cycling infrastructure across three projects to be delivered in 2021/22
- » \$150,000 as part of State Government's 2020/21 Local Sports Infrastructure Fund towards the Bayview Park Community Recreation Hub including brand new playspace, nature play area, refurbished basketball court, mini outdoor exercise station, outdoor table tennis table, BBQ, picnic table and bench seating
- » \$130,000 from the State Government for COVID-19 Community Activation and Social Isolation Initiative. This program was established to help maintain important connections with family, friends and community and to build new social connections and networks of support in our local communities.
- » \$126,564 from Melbourne Water Living Rivers grant to fund a Water Sensitive Urban Design (WSUD) Officer for two years



- » \$53,000 from Eastern Alliance for Greenhouse Action to lead Business resilience program
- » \$50,000 from the Sport4All (S4A) pilot program, delivered by Get Skilled Access (GSA), is funded by the Federal Government to assist sporting clubs and schools to be more accessible and inclusive for people with disability. Monash City Council was successful in securing a Local Hero position for three days a week until December 2021 who will work with our sporting clubs and schools to provide people with a disability the opportunity to participate in club and school sports when, where and how they choose.
- » \$36,000 from the Australian Cricket Infrastructure Fund (ACIF) towards upgrading cricket nets at Columbia Park
- » \$30,000 from Sport and Recreation Victoria towards the planning and development of the 2020/21 Monash Active Recreation Opportunities Strategy
- » \$25,000 funding from the State Government's 2021 Local Sports Infrastructure Fund - Scoreboards and Fixed Equipment towards the Napier Reserve Safety Netting project.





# Section TWO

## Governance



# Councillors

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

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

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

Elections were held on 24 October 2020.

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

- Oakleigh
- Mount Waverley
- Glen Waverley
- Mulgrave.

The table below lists Monash Councillors who served in 2019/20 (up to the 2020 elections), 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

**Note:** Robert Davies resigned as Councillor on 17 August 2020.

The following Councillors were elected at the 2020 Council elections

COUNCILLOR	WARD	ELECTION DATE
Paul Klisaris	Mulgrave	24 October 2020
Shane McCluskey	Mulgrave	24 October 2020
Tina Samardzija	Mulgrave	24 October 2020
Geoff Lake	Glen Waverley	24 October 2020
Nicky Luo	Glen Waverley	24 October 2020
Josh Fergeus	Oakleigh	24 October 2020
Stuart James	Oakleigh	24 October 2020
Theo Zographos	Oakleigh	24 October 2020
Brian Little	Mount Waverley	24 October 2020
Rebecca Paterson	Mount Waverley	24 October 2020
Anjalee de Sliva	Mount Waverley	24 October 2020



# Community Asset Committee

Under the *Local Government Act 2020*, Council transitioned the Monash Gallery of Art Special Committee and established a Community Asset Committee. Cr Shane McCluskey and Cr Tina Samardzija 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 2020* required Councils to review and approve a Councillor Code of Conduct within four months of each general election.**

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

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

**In addition to setting out the Councillor Conduct Principles, the code also outlines:**

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



# Conflicts Of Interest Disclosures By Councillors

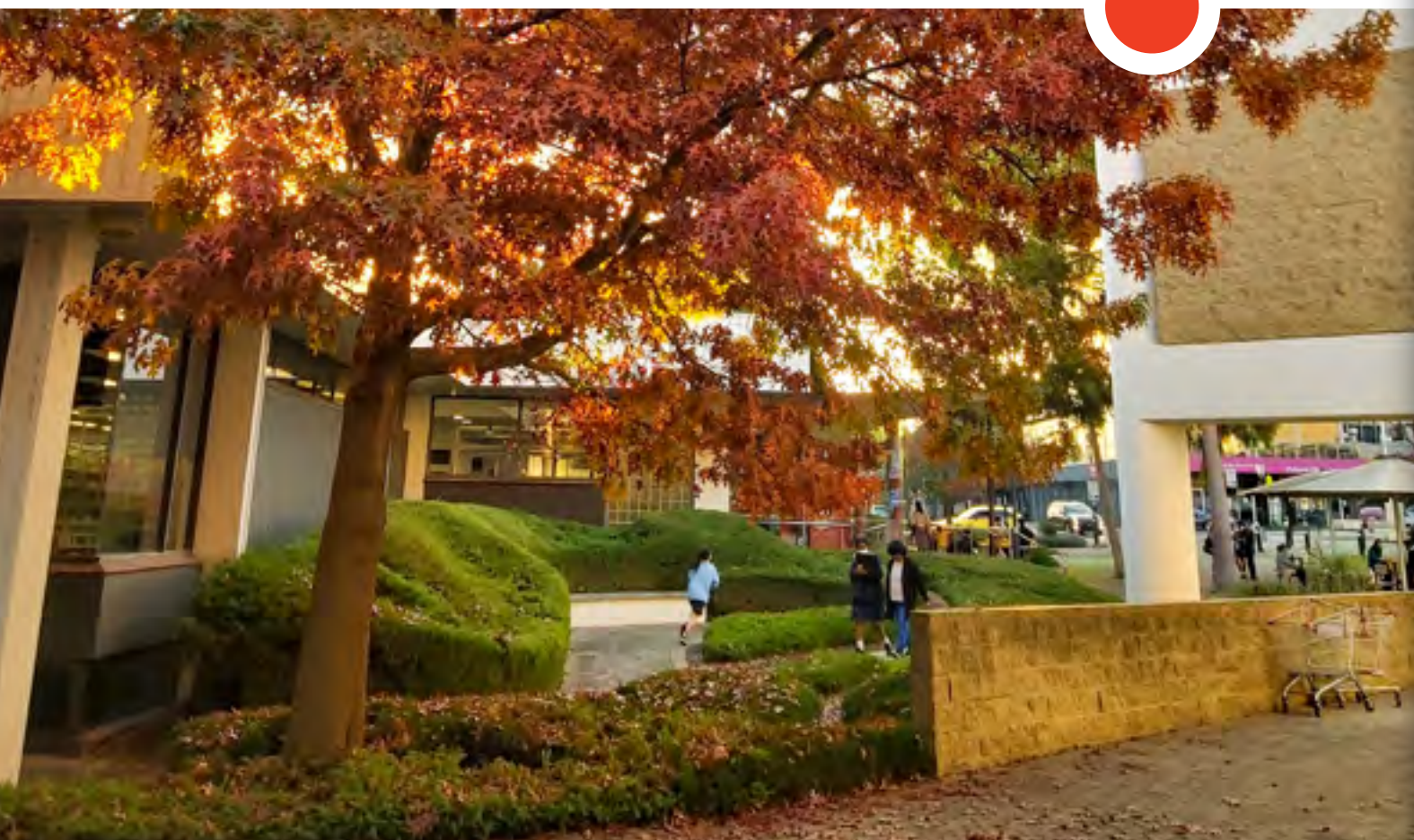
**Councillors are elected by the residents and ratepayers to act in the best interests of the community. When a Council delegates its powers to a Council officer or a committee, the committee or officer also needs to act in the public interest.**

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 2020/21, 13 conflicts of interest were declared at Council and special committee meetings and assemblies of Councillors.



# Council Meetings

Council holds Scheduled Meetings on the last Tuesday of each month and residents and ratepayers are welcome to attend these meetings or watch via a livestream (during COVID-19 imposed restrictions the meetings are only online).

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

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

**All Council meetings for 2020/21 were held at the Civic Centre, 293 Springvale Road, Glen Waverley. Due to COVID-19 social distancing requirements, some Councillors attended meetings in 2020 and 2021 via video link. The Council meetings were held on:**

- » 28 July 2020
- » 25 August 2020
- » 15 September 2020 (Additional meeting)
- » 29 September 2020
- » 20 October 2020
- » 10 November 2020 (Additional meeting – swearing in for new Council)
- » 24 November 2020
- » 15 December 2020
- » 27 January 2021
- » 23 February 2021
- » 30 March 2021
- » 27 April 2021
- » 25 May 2021
- » 29 June 2021.

## Councillor attendances at Council meetings

1 July 2020 to 24 October 2020 (Election Day)

Councillor	Scheduled Meetings of Council Attended	Additional Meetings of Council Attended	Total Attendances
Robert Davies	1	0	1
Josh Fergeus	4	1	5
Stuart James	4	1	5
Paul Klisaris	4	1	5
Geoff Lake	4	1	5
Brian Little	4	1	5
MT Pang Tsoi	4	1	5
Shane McCluskey	4	1	5
Rebecca Paterson	4	1	5
Lynnette Saloumi	4	1	5
Theo Zographos	4	1	5

**Note:** Robert Davies resigned as a Councillor on 17 August 2020.

2020/21

From 10 November 2020 (date that new Councillors took their Oath/Affirmation of Office)

Councillor	Scheduled Meetings of Council Attended	Additional Meetings of Council Attended	Total Attendances
Anjalee de Silva	8	1	9
Josh Fergeus	8	1	9
Stuart James	8	1	9
Paul Klisaris	7	1	8
Geoff Lake	8	1	9
Brian Little	8	1	9
Nicky Luo	8	1	9
Shane McCluskey	8	1	9
Rebecca Paterson	8	1	9
Tina Samardzija	8	1	9
Theo Zographos	8	1	9





## Councillor Allowances

**In accordance with Section 74 of the *Local Government Act 2020*, Councillors are entitled to receive an allowance while performing their duties as a Councillor. The Mayor is entitled to receive a higher allowance.**

The State Government sets the upper and lower limits for all allowances paid to Councillors and Mayors.

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

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

- » \$31,444 per annum for the Councillor allowance
- » \$100,434 per annum for the Mayoral allowance.

## Councillor Expenses

**In accordance with Section 40 of the *Local Government Act 2020*, Council is required to reimburse a Councillor for expenses reasonably incurred while 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 2020/2021 financial year are set out in the table below:**

### Expenses paid for

Expenses paid for (To 24 October 2020 (Election Day)):

COUNCILLOR	TRAVEL/ PARKING \$	CAR TRAVEL KMS	CHILD CARE \$	INFORMATION AND COMMUNICATION \$	CONFERENCES AND TRAINING \$	TOTAL \$
Robert Davies	0	0	0	0	0	0
Josh Fergeus	0	0	0	0	0	0
Stuart James	0	0	0	0	0	0
Geoff Lake	0	0	0	0	0	0
Brian Little	0	0	0	0	0	0
Paul Klisaris	0	0	0	0	0	0
Shane McCluskey	0	0	0	0	0	0
Rebecca Paterson	0	0	0	0	0	0
MT Pang Tsoi	0	0	0	0	0	0
Lynnette Saloumi	0	0	0	0	0	0
Theo Zographos	0	0	0	0	0	0



Expenses paid for (from 10 November 2020):

COUNCILLOR	TRAVEL/ PARKING \$	CAR TRAVEL KMS	CHILD CARE \$	INFORMATION AND COMMUNICATION \$	CONFERENCES AND TRAINING \$	TOTAL \$
Anjalee de Silva	0	0	0	0	758	758
Josh Fergeus	44	0	0	0	758	802
Stuart James	0	0	0	0	0	0
Paul Klisaris	0	0	0	0	0	0
Geoff Lake	0	0	0	0	550	550
Brian Little	0	0	0	0	0	0
Nicky Luo	461.99	0	0	0	1,058	1519.99
Shane McCluskey	577.53	0	0	0	1,058	1,635.53
Rebecca Paterson	0	0	0	0	1,100	1,100
Tina Samardzija	517.46	0	0	0	1,247	1,764.46
Theo Zographos	465.66	0	0	0	2,449	2,914.66

**Notes:** All expenses incurred for the provision of Conferences and Training relevant to the 2020/21 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 and Risk Committee (the Committee) which acts as an independent advisory committee to Council. The Committee has been established under Section 53 of the Local Government Act 2020.**

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

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

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

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



## Membership & 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	2020/21 Attendance	
Andrew Dix	Independent member (chair)	July 2019	4 rostered	4 attended
Katie Baldwin	Independent member	July 2017	4 rostered	4 attended
John Watson	Independent member	July 2020	4 rostered	4 attended
Geoff Lake	Councillor	November 2018	4 rostered	4 attended
Tina Samardzija	Councillor	November 2020	3 rostered	3 attended
Stuart James	Councillor	January 2019	1 rostered	1 attended
Rebecca Paterson	Councillor	January 2018	1 rostered	0 attended

Brian Little (Mayor), as the alternate councillor member of the committee, attended two of the scheduled meetings.

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 2021, the remuneration to the independent members for their role in the Audit and Risk Committee were as follows:

Name	
Andrew Dix	\$10,190
Katie Baldwin	\$8,152
John Watson	\$8,152

## 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 review of the Audit and Risk Committee Charter was conducted in June 2021, with the intention to have it adopted by Council at the July 2021 Council meeting.

## Key Activities

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

### Financial and Performance Reporting

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

### Risk Management

- » Consideration of regular reports on Council's risk profile and risk management activity, including Council's response to the COVID-19 challenges and the impact of the virus on Council's finances
- » Review of implementation of the new Enterprise Risk and 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
- » Oversight of management's work done to mitigate and prevent fraudulent and corrupt behaviour in the organisation.

### Internal Control Environment

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

### Internal and External Audit

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

### Facilitation of Communication Between Audit Functions and Management

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

### Other key activities included:

- » Review of the Committee Charter and reporting to Council on recommended improvements
- » 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, Andrew Dix has provided a bi-annual report to the Chief Executive Officer which summarised the activities of the Committee and provided any findings and recommendations in relation to the functions of the Committee. The July to December 2020 report was tabled by the Chief Executive Officer at the January 2021 Council meeting. The January to June 2021 report will be tabled at by the Chief Executive Officer at the July 2021 Council meeting.

## Internal Audit Activity

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

- » Implementation of A Healthy and Resilient Monash: Integrated Plan
- » Tree Management Follow Up
- » Business Continuity Planning
- » Various Financial Controls – Purchasing cards, Sundry Debtors and EFT
- » Fraud Management & Prevention
- » Emergency Management
- » Occupational Health and Safety – Staff.

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

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

## Internal Audit Service Provider

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

## 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

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

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

The Monash Risk Management Committee meets bi-monthly to review the Strategic Risk Register, discuss new and emerging risks, review and discuss the effectiveness of organisational controls and reviews risk management culture. Operational Risks are reviewed quarterly with reports provided to Executives.

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

Monash City Council has in place an insurance program designed to transfer the risk of financial losses. Our major insurable risks include assets, motor vehicle, cyber, public and professional liabilities. The program is brokered by Jardine Lloyd Thompson (a subsidiary of the Marsh & McLennan Companies). Natural disasters, the COVID-19 pandemic and an increase in litigation have impacted the global and Australian insurance market causing some insurers to withdraw their products, others taking a strict view on loss ratios and others decreasing limits of insurance and increasing deductibles.

Fortunately, the mutual schemes offered by MAV Insurance for Public Liability and Professional Indemnity and the Asset protection plan offered by Jardine Mutual provide insurance coverage suitable for the local government sector with appropriate insurance limits and deductibles for Monash. Tree-related claims and trips and falls are the most common claims made and received and are managed by our various insurers and claims management providers.



# Asset Management

**Council has an extensive portfolio of assets, which are valued at \$3.35 billion. This includes:**

- » \$2.37 billion of Council-owned land and \$975 million of assets at current valuation with a current replacement cost of \$1.8 billion
- » 313 buildings ranging from neighbourhood houses to community centres, sporting pavilions and the Civic Centre
- » 1,192 kilometres of underground pipes and 46,015 storm water pits
- » 148 playgrounds within reserves and 42 associated with Council-owned preschools and community facilities
- » 70 sports grounds
- » 924 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 1,462 kilometres of on-road pathways and 48 kilometres of off-road pathways
- » A road network of 748 kilometres of sealed local roads and 20 kilometres of right of ways
- » 651 structures including 538 retaining walls, 57 bridges, jetties and boardwalks and 56 free standing walls
- » 221 off-street car parks and Council plant and fleet comprising of 246 registered vehicles.

**Projects completed in 2020/21 that support the delivery of the Asset Management Policy include:**

- » Reviewed Open Space Asset Management Plan and Endorsement of the Stormwater Asset Management Plan and Asset Management Strategy
- » Upgrades to Council's Asset Management Information System including:
  - Data cleansing and mapping of roads, pathways, playgrounds, and drainage to support business processes
  - Implemented business process changes and mobile computing to field staff for tree, playground, drainage, road and pathway maintenance activities
  - Implementation of asset valuations within the system.



## Business Technology

**In 2020/21, Business Technology (BT) continued to deliver technology projects that benefit Monash staff and residents. Our support model has remained flexible to provide on-site and working from home opportunities when we are in lockdown.**

**Achievements for the year**

- » Implement additional Cyber Security measures to ensure perimeter security.
- » Deployment of hardware and software to support remote and mobile work practices.
- » Application and software version upgrades of Tier 1 applications Pathway, HP Trim and Aurion.

BT supports 1400 users and 3000 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 under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act Date of adoption: 25 August 2020
<b>GC2 Community engagement guidelines</b> (Guidelines to assist staff to determine when and how to engage with the community)	No guidelines Reason for no guidelines Guidelines are currently being developed and are expected to be adopted by August 2021.
<b>GC3 Financial Plan</b> (Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	No plan Reason for no plan Financial Plan is currently being developed and will be adopted October 2021.
<b>GC4 Asset Plan</b> (Plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	No plan Reason for no plan Asset Plan is currently being developed and will be adopted October 2021.
<b>GC5 Revenue and Rating Plan</b> (Plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 29 June 2021
<b>GC6 Annual budget</b> (Plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act Date of adoption: 29 June 2021
<b>GC7 Risk policy</b> (Policy outlining council's commitment and approach to minimising the risks to council's operations)	Policy Date of commencement of current policy 25 February 2020

Governance and Management Items	Assessment
<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 <i>Emergency Management Act 1986</i> for emergency mitigation, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> . Date of preparation: 30 May 2020
<b>GC10 Procurement policy</b> (Policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the Act Date of adoption: 18 April 2021
<b>GC11 Business continuity plan</b> (Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of commencement of current Plan: 10 March 2021
<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 commencement of current Plan: 9 February 2021
<b>GC13 Risk management framework</b> (Framework outlining council's approach to managing risks to the council's operations)	Framework Date of commencement of current framework: 25 February 2020
<b>GC14 Audit and Risk Committee</b> (Advisory committee of council under sections 53 and 54 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 53 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 98 of the Act)	Framework Date of operation of current framework: 31 October 2019
<b>GC17 Council Plan report</b> (Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first 6 months of the financial year)	Reports Date of reports: 2 November 2020, 2 February 2021, 21 April 2021 and 16 July 2021



Governance and Management Items	Assessment
<b>GC18 Quarterly budget reports</b> (Quarterly reports to the Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Reports presented to the Council in accordance with section 97(1) of the Act Dates reports presented: Date statements presented: 24 November 2020, 23 February 2021, 25 May 2021 and 31 August 2021 (annual financials)
<b>GC19 Risk report</b> (6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 2 March 2021 and 10 August 2021
<b>GC20 Performance reports</b> (6-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 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 <i>Local Government Act 1989</i> containing a report of operations and audited financial and performance statements)	Presented at a meeting of the Council in accordance with section 100 of the Act Date of presentation: 20 October 2020
<b>GC22 Councillor Code of Conduct</b> (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the Act Date reviewed and adopted: 23 February 2021
<b>GC23 Delegations</b> (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date of review under section 11(7): 25 August 2020
<b>GC24 Meeting procedures</b> (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 25 August 2020

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



**Dr Andi Diamond**  
Chief Executive Officer  
Dated: 25.08.21



**Brian Little**  
Mayor  
Dated: 25.08.21



## Documents Available for Public Inspection

**The *Local Government Act 2020* amended the requirements relating to access to Council documents, no longer stipulating which documents must be made publicly available and establishing public transparency principles under Section 58.**

The Act now requires Council to establish a public transparency policy to give effect to those principles.

The Council responded to this requirement with its Public Transparency Policy that was adopted on 28 July 2020.

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

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



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

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

In the interests of transparency, Council may, by resolution, determine to release information to the public even though it is Confidential Information.

**A decision to release confidential information will generally only be made if Council, on the advice of the Chief Executive Officer, is satisfied that releasing the Confidential Information would not:**

1. Be inconsistent with any legal or contractual obligation
2. Cause disadvantage to any person, including Council
3. Otherwise be contrary to the public interest.

The policy is available at [www.monash.vic.gov.au](http://www.monash.vic.gov.au)

# Tenders, Contracts and Procurement

**In 2020/21, Council publicly advertised 56 tenders and ran 25 invited quotations and tenders in accordance with Council's Procurement Policy.**

A significant Procurement project undertaken during this time was a public tender process to select and implement a new Finance and Contract Management System for Council. These important systems are now planned for implementation during the 2021/22 financial year.

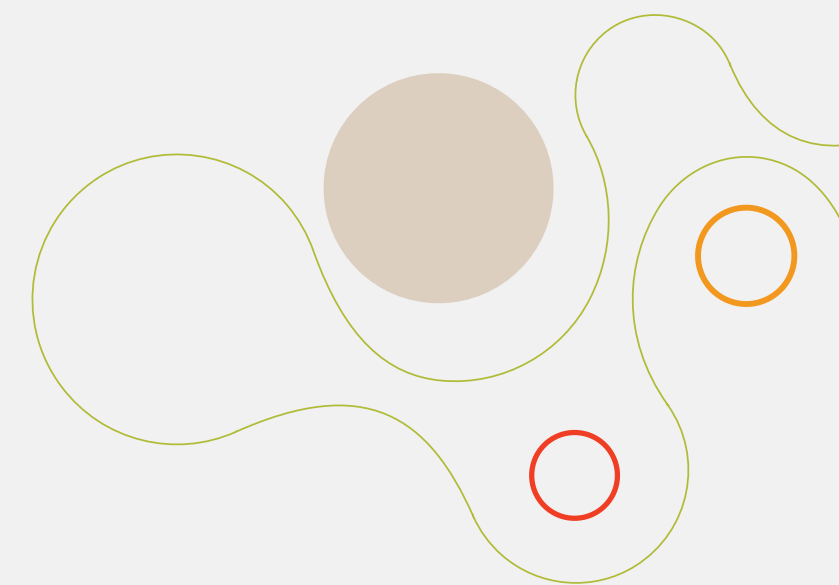
## Collaboration

Members of Monash Council's Strategic Procurement department also participated in the evaluation of the Local Government Power Purchase Agreement that was run by Darebin City Council on behalf of 47 local government entities. The outcome of this collaboration will significantly contribute to Council's environmental and emission reduction targets.

Council also acted as the lead tendering agent for the provision of site management services for the Clayton South Regional Landfill on behalf of the City of Boroondara, City of Stonnington, City of Glen Eira and the City of Whitehorse.

## Procurement Compliance with Policy

All contracts entered by Council during the 2020/21 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.**

The final year of the Domestic Animal Management (DAM) Plan delivered two key objectives. The first being a modest increase in the number of registered dogs and cats and the second being the introduction of a night-time curfew for cats.

The plan set out a range of activities designed to ensure that dogs and cats are registered with Council. These included SMS registration reminders, annual door-knock registration checks, and reconciling microchip data with Council records. Prior to adopting the plan in 2017, registration numbers were declining. However, during the life of the plan, registration numbers increased by three per cent.

**In April 2021, a night-time curfew for cats was introduced following a survey revealing majority support. The survey found:**

- » 96 per cent of non-cat owners support a night-time curfew
- » The majority of cat owners (61 per cent) who responded also supported the proposed curfew
- » Most cat owners (73 per cent) already kept their cats in at night
- » Those who opposed to a cat curfew believed it was hard to contain cats at night.

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

## Food Act Ministerial Directions

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

In 2020/21, no ministerial directions were received by Council.



# Freedom of Information

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

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

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

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

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

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

Further details of Freedom of Information are available on Council's website at [www.monash.vic.gov.au](http://www.monash.vic.gov.au)

# Fraud and Corruption Control

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

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

During 2020/21 Monash continued with half-yearly reporting on fraud risks by all Coordinators and continued reporting on fraud and corruption prevention as a standard item at the Audit and Risk Committee. The online fraud and corruption awareness training module was revised following an internal audit and rolled out as mandatory training for all staff across the

organisation in June 2021. Further face-to-face training was provided to non-office-based staff in September 2020.

The Fraud & Corruption Prevention Steering Committee has met during the year to review the findings, recommendations and management comments from a recent *Fraud Management and Prevention Internal Audit*. A new *Terms of Reference* for the group was developed and adopted in May 2021.

Monash has continued to document our internal fraud and corruption controls and assurance activities by detailing the fraud and corruption controls profiles across various groups in the organisation.





# 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 2020/21 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 2020/21 year.



# Privacy

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

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





# Local Laws

**Under Section 71 of the *Local Government Act 2020*, one of the functions of a Council is to make and enforce local laws.**

## Council currently has the following Local Laws:

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.

NOTE: Local Law No. 1 has been superceded by Council's Governance Rules, created under the requirements of section 60(1)(a) of the *Local Government Act 2020*.

The Governance Rules now govern the conduct of Council Meetings and delegated Committees and provides for the election of the Mayor and Deputy Mayor.

Sealing of Documents Local Law No.2

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

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

Community Amenity Local Law No.3

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

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

And to achieve these objectives by:

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

Smoke Free Areas Local Law 2021

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

- » Provide for the peace, order and good government of the Municipal District
- » Promote the social sustainability of the Municipal District
- » Promote the health and wellbeing of residents and ratepayers in, and visitors to, its Municipal District
- » Provide mechanisms for Council to declare parts of the Municipal District as smoke free
- » Revoke Council's Local Law No. 4 – Prohibition on Smoking, which commenced operation on 1 October 2011.
- » And to achieve these objectives by:
- » Deeming some smoke free areas and setting out the process for prescribing other smoke free areas
- » Prohibiting the use of Tobacco Products and E-Cigarettes in smoke free areas.





# Section THREE

## Our Council



# Monash Profile

**Monash is one of 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 204,936 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 144,478

jobs offered by the 22,707 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 first known, was surveyed and the first blocks of land were sold in Oakleigh. The first subdivision of land in Mount Waverley occurred in 1854.

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

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

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

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

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

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







# Council Offices

## Monash Civic Centre

293 Springvale Road, Glen Waverley, 3150  
 8.30am-5.15pm, Monday - Friday\*

## Oakleigh Service Centre

3 Atherton Road, Oakleigh, 3166  
 8.30am-5.15pm 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

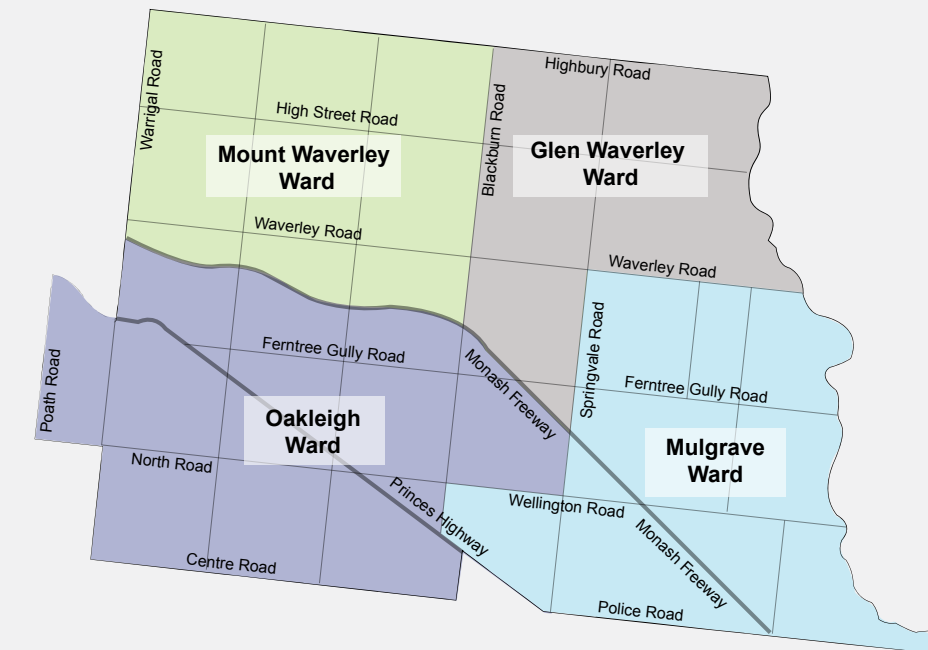
\*Operating hours varied slightly in 2020/21 due to COVID-19

# Councillors

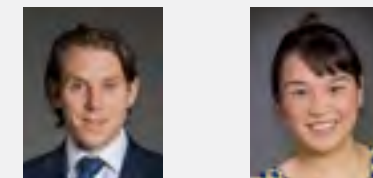
The Monash community elects 11 Councillors to plan for the long-term future of the City and to represent their views. The current Councillors were elected in October 2020 for a four-year term.

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

Each year the Councillors vote for a Mayor and Deputy Mayor for the following 12 months. In November 2020, Cr Brian Little was elected Mayor and Cr Shane McCluskey was elected Deputy Mayor.



## Glen Waverley Ward



Cr Geoff Lake      Cr Nicky Luo

## Mount Waverley Ward



Cr Anjalee de Silva      Cr Brian Little Mayor      Cr Rebecca Paterson

## Mulgrave Ward



Cr Paul Klisaris      Cr Shane McCluskey Deputy Mayor      Cr Tina Samardzija

## Oakleigh Ward



Cr Josh Fergeus      Cr Stuart James      Cr Theo Zographos

\*Lynnette Saloumi and Mt Pang Tsoi were not returned in the October 2020 election.  
 \*\*Robert Davies resigned as Councillor on 17 August 2020.



# 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.**

**Here is our Executive Leadership Team, as at 30 June 2021:**

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



**Chief Executive Officer**  
Dr Andi Diamond



**Chief Operating Officer**  
Jarrod Doake



**Chief Financial Officer**  
Danny Wain



**Executive Manager Communications**  
Jo Robertson



**Executive Manager People and Culture**  
Leanne Wiebenga



**Director City Development**  
Peter Panagakos

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



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

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



**Director Infrastructure and Environment**  
Ossie Martinz

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



## Monash Council Managers



1 Ralph Webster resigned from the position of Manager City Design in March 2021. Mark Gibson assumed responsibilities as Manager Property & City Design.

2 Newly created role. Mary Martin commenced the role as Manager Aged & Community Care in May 2021.

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

4 Yanthi Nilam commenced as Finance Manager in September 2020.

5 Newly created role. Margaret Spowart acting in role from April 2021.

6 The Facility and Infrastructure Services team moved to sit within the Executive Division in April 2021.

7 Newly created role. Rob Pedder acting in role from April 2021.

8 Grant Lapan-Walker resigned in June 2021.

9 Chris Lo Piccolo resigned in October 2020, Lauren Day assumed responsibilities of role and reports directly to Director Infrastructure and Environment.



## Council Staff

The following is a summary of the number of full time equivalent (FTE) employees categorised by employment and gender, as at 30 June 2021.

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

Band	Women FTE	Men FTE	Persons of self-described gender	Total FTE
Band 1	1.92	1.28		3.20
Band 2	6.31	4.84		11.15
Band 3	71.73	84.78		156.51
Band 4	73.75	40.84		114.59
Band 5	65.29	44.88	0.29	110.46
Band 6	69.65	38.60	2	110.25
Band 7	38.70	21	1	60.70
Band 8	14.20	17.80		32
Band Not Applicable	54.52	51.00		109.52
<b>TOTAL</b>	<b>396.07</b>	<b>305.02</b>	<b>3.29</b>	<b>704.38</b>



Below is a summary of the number of full time equivalent (FTE) employees by organisational structure, employment type and gender, as at 30 June 2021.

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

	Executive (includes People & Culture, Communications and Chief Operations Office)	Corporate Services	Infrastructure and Environment	City Development	Community Services	Total
Permanent						
FT- Women	47.00	20.00	41.00	36.00	85.00	229
Permanent						
FT - Men	55.00	10.00	133.00	36.00	35.00	269
Temporary						
FT- Women	7		5.00	2.00	4.00	18
Temporary						
FT - Men	8.00	1.00	6.00	2.00	2.00	19
Permanent						
FT - Persons of self-described gender				2.00	1.00	3
Permanent						
PT - Women	9.64	4.35	5.12		120.09	139.20
Permanent						
PT - Men	0.60		1.39	0.60	15.92	18.51
Permanent						
PT - Persons of self-described gender					0.29	0.29
Temporary						
PT - Women	1.64		0.80		2.14	4.58
Temporary						
PT - Men	1.43	0.80		1.59		3.80
<b>Total</b>	<b>130.29</b>	<b>36.15</b>	<b>192.31</b>	<b>80.19</b>	<b>265.44</b>	<b>704.38</b>

# Equal Opportunity

**Monash Council is committed to strengthening a culture of diversity, equity and inclusion, and creating a workplace where employees are free from harm and enjoy equal opportunity. In support, we review workforce related policies and procedures, implement improvements and identify and address gaps regularly.**

An annual policy review resulted in the development and implementation of a new organisation-wide Grievance Framework. The Framework is made up of a key policy and procedure and is complemented with supporting collateral to assist employees using the process. To enhance the Framework's implementation, a series of online employee education sessions were conducted. Pandemic conditions limited face-to-face learning sessions, however, they have been a priority in conducive conditions.

The recruitment policy and procedure have also undergone a review and been updated to reflect a stronger emphasis on vacant role transparency, gender equity and inclusion. This includes the requirement for hiring managers to ensure a diverse range of candidates will be attracted, and receive ongoing support in a retention effort. The recruitment process also requires diverse candidate short-lists and diverse interviewing panels. The Learning and Development library has also been enhanced with online learning tools including hiring for disability.

In partnership with Fearless Movement Collective, Council delivered to the Active Monash team (recreation) learning sessions on LGBTIQA+ inclusion, following on from previous LGBTIQA+ training. The training received positive feedback from participants and the sessions prepared Active Monash teams for the inaugural Active Pride Night.

A new Gender Equity Steering Committee has been formed by Council and consists of a cross-

section of diverse employees. Chaired by the Chief Executive Officer, the Committee meets regularly and contributes to the development of sustainable actions, which inform the Gender Equity Action Plan due for government submission in March 2022. The Committee supported the implementation of gender pronouns, optional for all employees and for use in email and online signatories.

## Gender Equality Act 2020 – Implementation

In preparation for the implementation of the *Gender Equality Act 2020*, Monash Council, following a State Government grant, participated in the local government Gender Equality Bill pilot along with nine other councils.

The pilot enabled Council to test a Gender Impact Assessment tool and undertake a workforce gender audit. A community facing component of the pilot included a gender impact assessment of the Loneliness Framework and the revision of Council's Gambling Policy.

The pilot has placed Monash Council in good stead to lead the implementation of the Gender Equality Act and reinforce our long standing and strong reputation to support our community in this area. It will also meet our legislative obligations alongside our gender equality workplace commitment.



# Learning and Organisational Development

**The roll out of key internal policies and Code of Conduct refresher training was a priority across the year.**

The training, administered online for the vast majority of our employees, aimed to increase employees understanding of our legislative requirements. Importantly, it also focused on promoting behaviours that align with our core values and a culture of diversity, equity and inclusion and a workplace free from harm.

An employee mini survey was conducted in December to measure progress against survey action planning activities already in place. The survey results provided a great opportunity to gain valuable insights and make necessary adjustments to existing action plans across teams organisationally. A series of campaigns were delivered across the organisation to share survey results and seek further input from employees to increase engagement, satisfaction and strengthen workplace culture.

**All survey questions attracted a favourable increase compared to the previous survey and we were particularly pleased with our progress against the following areas:**

- » Monash is committed to building a diverse and inclusive workplace scored seven per cent more favourable from February to December, with an overall score of 80 per cent
- » Monash policies and procedures actively support the elimination of discrimination, bullying and harassment scored four per cent more favourable from February to December, with an overall score of 76 per cent.

A review of our learning and development offerings was undertaken and opportunities identified to support ongoing development as part of our cyclical development process and in alignment with broader organisational needs.

Online learning was more prevalent across the year due to the COVID-19 pandemic.







## Occupational Health and Safety

**Council is dedicated to evolving a culture of safety and risk management, where everyone takes responsibility for their own and others safety.**

A review of the existing OHS management framework was undertaken and determined that more emphasis was needed on local risk management to further evolve and encourage a culture of risk management and safety across the organisation.

A revised OHS management framework was developed and will be complemented by new and updated policies and procedures following a consultation process with employees and key stakeholders. Improvement to the internal consultation process, as part of the review, resulted in new and agreed Designated Work Groups negotiated across all employee levels. A renewal of the Health and Safety Representatives was also undertaken in conjunction, and as part of the overall review process.

Manual handling was a priority focus. The introduction of a behaviour-based program, 'Fit for

Life' has seen successful results and Council has observed a reduction in manual handling injuries after each intervention in the targeted areas. The program is being adapted to be implemented more broadly.

The way Monash manages contractor safety was improved following the adoption of an online contractor management system. Monash Council is part of an amalgamation of surrounding councils who work together to utilise an online system (RAPID) to review critical safety documentation and select contractors who will perform work without risk to themselves, our employees, and the community, as far as is reasonably practicable.

COVID-19 presented a range of ongoing challenges and the OHS Team was an integral part of the Incident Control Group and provided the organisation with subject matter expertise and hands-on support.

## Wellbeing

**Monash Council is committed to creating a wellbeing culture strengthened by diversity, equity and inclusion.**

Council's Mental Health and Wellbeing Plan, launched in 2020 during the height of the COVID-19 pandemic, was developed in consultation with external subject matter experts and is aimed at providing an ongoing platform to support employees and their families, in and outside of the workplace.

The evidence-based framework outlines strategies to promote workplace wellbeing, build organisational and personal resilience, reduce stigma and promote help seeking behaviours.

**The following key principles support the plan:**

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

The first year of key deliverables included an externally led series of tailored programs and initiatives, with participation at capacity. **The following workshops were run multiple times and received positive employee feedback:**

- » Self-care
- » Parents and Carers Support Program (targeting support for home schooling)
- » Managing Anxiety
- » Managing Mental Health.

To ensure the effectiveness of the framework, it will be reviewed and audited annually and co-exist alongside our ongoing employee assistance program that continues to provide critical support services to our employees, people leaders and teams.

**Cyclical wellbeing initiatives and offerings were delivered across the organisation including:**

- » Health checks
- » Flu vaccinations
- » Discounted gym memberships
- » Onsite fitness classes.





# Section FOUR

## Our Performance



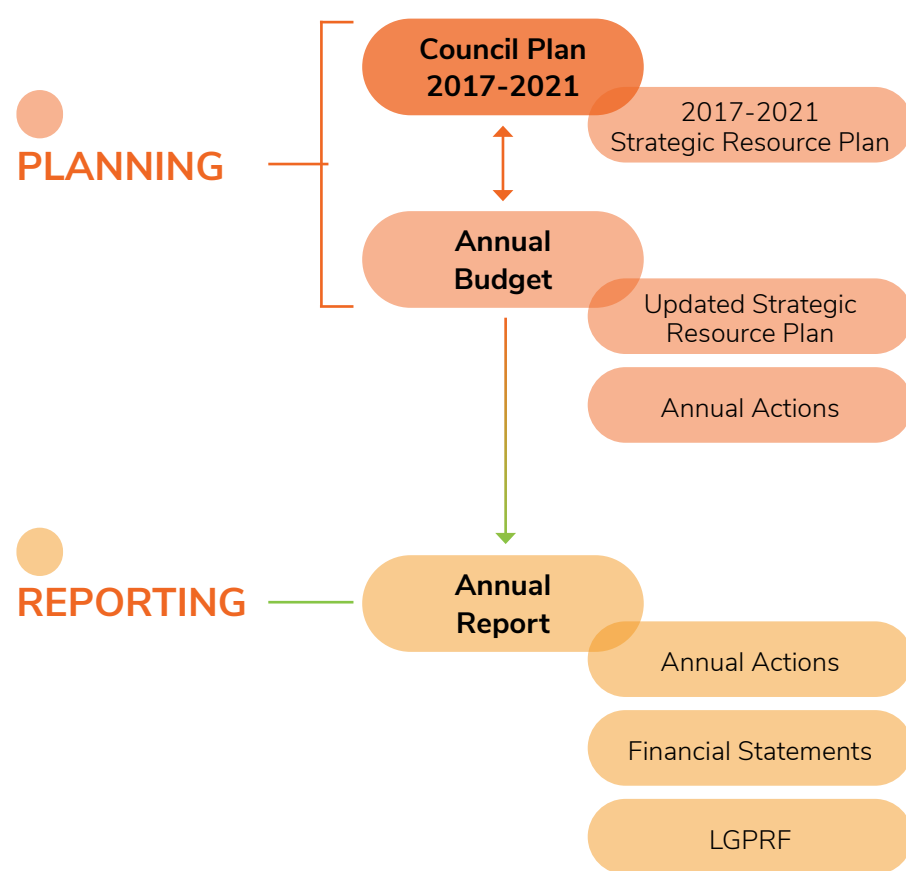
# Council's Strategic Planning Framework

**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



# Performance

Council's performance in 2020/21 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.



## 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	Description of services provided	Net Cost	\$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 and building permits, as well as other applications for Council's 'consent' relating to planning and building regulations. The Department is also responsible for swimming pool and spa registration and compliance, inspecting buildings, structures and fences as part of Essential Safety Measures, as well as investigating potential breaches in planning and/or building control.	Actual Budget Variance	1,652 2,295 643
<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>» Responding to State and Federal government policy proposals</li> <li>» Advocacy for Monash on urban issues, infrastructure, employment, liveability at a local and regional level</li> <li>» Development of housing policy to provide greater certainty about where different types of development may be appropriate</li> <li>» Development of urban policy on open space, landscape, built form and housing</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>	Actual Budget Variance	1,140 1,692 552



Service	Description of services provided	Net Cost	\$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 amenity, maintain a safe environment, and manage issues that may cause a nuisance.</p> <p><b>The units' specific roles include:</b></p> <ul style="list-style-type: none"> <li>» Community Laws Team - responsible for parking control, animal management, administering and enforcing Council's local laws and a range of State government statutes such as the Environment Protection Act, and providing school crossing supervision</li> <li>» Public Health Team - delivers a range of support services designed to maintain and improve public health, food safety and wellbeing of the local community using health and food protection mechanisms of education, prevention, monitoring and enforcement, health program development, and promotion of health awareness.</li> </ul>	<p>Actual</p> <hr/> <p>Budget</p> <hr/> <p>Variance</p>	<p>1,492</p> <hr/> <p>(35)</p> <hr/> <p>(1,527)</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.</p> <p><b>Sustainable Monash covers services and projects including:</b></p> <ul style="list-style-type: none"> <li>» Waste Management - Kerbside residential and commercial collection of waste, recyclables, greens, annual hard rubbish, At call hard waste collection and landfill management</li> <li>» Waste Transfer Station - A facility for the community to dispose of recyclables and waste</li> <li>» Cleansing Operations - Scheduled/unscheduled road and precinct</li> <li>» Sweeping, public space cleansing, and Monash Pride</li> <li>» Waste Projects - Implementation of Litter Action Plan, Food organics to green waste, waste education and management of charity bins</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, including the <i>Zero Net Carbon Action Plan</i>. We do this through partnerships with key stakeholders, education and engagement of staff, businesses and community, and report on our achievements.</li> </ul>	<p>Actual</p> <hr/> <p>Budget</p> <hr/> <p>Variance</p>	<p>21,401</p> <hr/> <p>21,170</p> <hr/> <p>(231)</p>

## COMMUNITY OUTCOME

The following statement reviews the performance of Council against the Council Plan including results achieved in 2020/21 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 do this

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

#### Priority Projects:

- » Enhancing Monash Planning Scheme
  - › Review the Monash Planning Scheme
  - › Undertake Structure Plans (Huntingdale, Mount Waverley and Clayton)
- » 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
1.1 Continue to inspect overhanging vegetation throughout the municipality	<b>Achieved:</b> The 2020/21 Overhanging Vegetation Program was successfully delivered.
1.2 Implement the 2020/21 actions of the <i>Monash Economic Development Strategy 2017-2021</i>	<p><b>Achieved:</b> During the 2020/21 reporting period the Economic Development team continued to provide support for local businesses. Some highlights include:</p> <ul style="list-style-type: none"> <li>» A total of 37 Workshops and Business events, including the successful Monash Precinct Network events delivered in partnership with Monash University, CSIRO, Australian Nuclear Science and Technology Organisation (ANSTO), Eastern Innovation and the Victorian Government</li> <li>» Attended 42 Association and Trader Group meetings, and arranged four visits by the Victorian Government's Business Bus</li> <li>» Five local businesses received one-on-one mentoring through the Small Business Mentoring Service</li> <li>» The email data base of local businesses was increased by over 1300 to now be almost 12,500. A total of 74 e-newsletters were sent incorporating the general First for Business e-news, Trader e-news and special newsletters for Manufacturing and Home-Based businesses. This was the principal method to keep local businesses apprised of the latest COVID-19 rules and support available</li> <li>» Extensive one on one interactions with local businesses were undertaken through both the Working for Victoria staff and for the Outdoor Dining and retail activation events</li> <li>» Economic Development staff were successful in seeking the second round Local Councils Outdoor Eating and Entertainment grant securing \$500,000 and working in collaboration across various Council Departments, coordinated the delivery of multiple projects to support new infrastructure, places and activities in local shopping areas. Council's Economic Development staff have also been actively involved in both the expanded outdoor dining and the parklets projects, while supporting local trader groups to apply for and secure their own funding under the Trader associations grant fund</li> <li>» The Economic Development team have actively partnered with and supported the work of Council's sustainability team in raising the profile of current opportunities to business, and has continued to explore and deliver activities in partnership with Eastern Innovation</li> <li>» Staff have continued to be actively involved in both the Melbourne Eastern Region Economic Development Group (MEREDG), and the South East Economic Development Group (SEED), as well as representing Council on the Monash Technical School steering committee.</li> </ul>

Strategic Indicator/measure	Progress
1.3 Implement Year 2 of the Monash Affordable Housing Strategy.	<b>Achieved:</b> 2020/21 Council requirements achieved. Adoption of the Monash Affordable Housing Strategy has been delayed due to changes in State policy including the Big Build and proposed value capture framework announced in State budget. Updated Strategy scheduled for later in 2021.
1.4 Progress the development of the Clayton Activity Centre Precinct Plan.	<b>Progressing:</b> The development of the Clayton Activity Centre Precinct Plan is progressing, and the 2020/21 requirements achieved. There is some uncertainty around the location of the future Clayton Hub as part of the Suburban Rail Loop project has delayed the development of the implementation plan. Station location is currently being finalised. Implementation plan to be developed in the first half of 2021/22.
1.5 Develop an implementation plan for the Mount Waverley Structure Plan.	<b>Achieved:</b> Mount Waverley Structure Plan adopted by Council March 2021. The first stage of implementation, planning scheme changes, adopted by Council for community consultation in June 2021.
1.6 Progress with the implementation of the Monash Canopy Vegetation and Landscape Strategy.	<p><b>Achieved:</b> Implementation of the Monash Canopy Vegetation and Landscape Strategy is progressing. Council 2020/21 requirement achieved. Request for tree canopy planning controls lodged with the Department of Environment, Land, Water and Planning (DELWP) in April 2020. DELWP had not responded by February 2021. Council wrote to local MP's seeking support for the planning controls. DELWP refused authorisation for new planning controls in June 2021.</p> <p>Officers have been assisting DELWP Cooling and Greening team in the development of draft state-wide tree controls.</p>
1.7 Progress the development of the Huntingdale Activity Centre Precinct Plan.	<b>Achieved:</b> Work is progressing on the implementation of the Huntingdale Precinct Plan, with consideration of the tasks required to achieve the vision of the plan for Huntingdale to continue to develop as a diverse village providing a range of employment, recreation and residential opportunities. As the premier location for knowledge-intensive businesses in Monash, planning has commenced on scoping planning scheme changes, public realm improvements, and opportunities to improve access in and around Huntingdale Station. Discussions with key landowners have occurred with a view to determining the most appropriate actions to improve the functioning and attractiveness of precincts
1.8 Progress the review of the Monash Planning Scheme.	<b>Achieved:</b> The review of the Monash Planning Scheme is in progress and the 2020/21 Council requirement were achieved. A review of Local Planning Policy Framework was undertaken by the Department of Environment, Land, Water and Planning (DELWP). Council received a draft from DELWP in June 2021. Only two minor amendments requested on C163 and C164. C164 approved by Minister and community consultation completed on C163.



Strategic Indicator/measure	Progress
1.9 Implement the 2020/21 funded priorities in the Waste Management Strategy.	<p><b>Achieved:</b> The 2020/21 funded priorities in the Waste Management Strategy were achieved. Achievements for 2020/21 include:</p> <ul style="list-style-type: none"> <li>» A continuation of critical services continues under COVIDSafe plans with no interruption to service</li> <li>» The Annual Hard Waste Collection has been completed with high tonnages collected. A total of 5,302 tonnages compared to 3,749 tonnes in 2019, an increase of 41 per cent</li> <li>» The new E-Waste shed has been installed to comply with new EPA regulations</li> <li>» The Food in Green Bin (FOGO) project working group is met in June to progress a project plan, including a community engagement plan to investigate improvements to the current FOGO service. Any changes will be subject to Council approval</li> <li>» Council's transition plan to support Recycling Victoria policy has been confirmed with DELWP and a grant of approximately \$1.4 million will be received over coming years</li> <li>» Works are continuing at the Waste and Recycling Centre to improve customer experience and safety</li> <li>» Council recently signed a letter of intent with the MWRRG and other South East Councils to procure Advanced Waste Processing facilities to replace landfilling</li> <li>» A new landfill services tender was approved by Council in March to ensure a continuation of vital garbage collection services</li> <li>» The At Call hard waste collection continues to prove popular. In 2020/21, the cost of At Call Hard Waste was reduced from \$143 to \$110 (30%) a pick-up, to assist residents during this COVID-19 pandemic. Planning for the annual collection commencing in July has been completed</li> <li>» A new bin cartage contract has commenced to ensure ongoing services at the waste and recycling centre.</li> </ul>

Strategic Indicator/measure	Progress
1.10 Implement the 2020/21 funded priorities in the Environmental Sustainability Strategy.	<p><b>Achieved:</b> The implementation of the 2020/21 priorities in the Environmental Sustainability Strategy were achieved. Achievements for 2020/21 include:</p> <ul style="list-style-type: none"> <li>» Food organics to green waste program rolled out in July 2020</li> <li>» Monash won the Keep Victoria Beautiful Sustainable City of the Year for waste, environment and community-based projects. Also won Environment Award for the bees and seeds kit and highly commended for War on e-waste and Clayton Zone Litter projects</li> <li>» <i>Zero Net Carbon Action Plan</i> adopted by Council in August. A further grant has been received to support businesses to reduce GHG emissions and supporting the Action Plan has commenced with Council. Funded by EAGA</li> <li>» Monash Zero Net Precinct project was approved (partnership with Monash University) to investigate city solutions on a precinct level for energy use, buildings and transport</li> <li>» Environmental Sustainable Design Policy for Building and Infrastructure has been developed and is currently being trialed on a couple of facilities, which will increase the use of recycled material and reduce embodied energy in our buildings. It is expected that this policy will be presented to Council in May for endorsement</li> <li>» Eastern Regional Pest management strategy prepared and noted by Council. Developed with 12 other councils and a number of government authorities to minimise impacts of pest animals across the region and focusing on five species casts, foxes, deer, rabbits and myna birds</li> <li>» Talking Trees - a collaboration with Monash Youth Ambassadors to provide young people aged 10-25 opportunity to adopt a local tree and share their environmental passion with the community through signage and online</li> <li>» Council has signed a new agreement for 100% renewable energy for Monash Council operations.</li> </ul>



## Service Performance Indicators

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

Service/Indicator/ measure	Results				Material Variations
	2018	2019	2020	2021	
<b>Statutory Planning</b>					
<b>Timeliness</b> Time taken to decide planning applications (Median number of days between receipt of a planning application and a decision on the application)	94	74	63	<b>62</b>	Maintained the significant improvement achieved in the 2019/20 result compared to the previous. Notably this was still achieved given the disruptions caused by the COVID-19 pandemic. Digitised work practices and reporting allowed the team to transition to working remotely with minimal interruption. Application numbers have also stabilized and generally returned to more manageable levels following a significant peak over a few years. The team continues to decide more applications than it has received.
<b>Service Standard</b> Planning applications decided within the relevant required time (Percentage of planning application decisions made within the relevant required time)	72.09%	74.78%	78.92%	<b>83.75%</b>	This is a pleasing result and a continued improvement with the unit achieving 4.83% increase in performance compared to last year. For the 2017/18 to 2020/21 reporting periods this result continues to improve, which demonstrates the effectiveness of improvements in the delivery of our service.

Service/Indicator/ measure	Results				Material Variations
	2018	2019	2020	2021	
<b>Service cost</b> Cost of statutory planning service (Direct cost of the statutory planning service per planning application)	\$2,157	\$2,442	\$2,532	<b>\$2,784</b>	We have seen a slight decrease in application numbers over the last 12 months, and a larger reduction in amended planning applications being received. The decreases are mainly due to COVID-19 impacts and this change has impacted on the cost of service. Application numbers have stabilized and reduced to more traditionally normal levels as compared to the significant peaks over a number of years. Whilst expenditure on external consultants has decreased steadily, it is noteworthy that legal costs associated with a number of significant (larger and more complex) matters before VCAT as well and in public notice costs associated with a number of applications received in the previous financial year experiencing delays in proceeding to public notice as applicants grappled with the impact of the pandemic.



Service/Indicator/ measure	Results				Material Variations
	2018	2019	2020	2021	
<b>Decision making</b> Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT that were not set aside)	45.95%	47.97%	51.43%	<b>42.88%</b>	We have seen an overall decline in the number of applications going to VCAT since 2017/18, with 77 appeals being lodged less in 2019/20 compared with 2017/18. There has been an increase in the current year by 31 appeals lodged. Pleasingly, the number of failure to determine appeals have also dropped steadily with only one lodged in the 2020/21 period. We continue to see the trend of plans being substituted at VCAT rather than applicants choosing to address issues raised early in the application process. As issues have not been resolved with some applications, they are then either refused or conditions to requiring significant changes are imposed. Once the appeal has been lodged, applicants are choosing to substitute plans at the VCAT stage to strengthen the likely success of their proposal. In the majority of these cases, these changes also addressed the majority of issues raised by Council meaning that, if these amended plans been submitted to Council for consideration, then an approval would have been issued or less stringent conditions imposed. There would have been no need for an application to go to VCAT at all. This occurred in 15 cases and despite the solution being acceptable, the VCAT decision to approve the development still counts as a statistic where Council's decision was overturned. Had these plans been received and the application approved by Council at the application stage, the number of VCAT cases 'set aside' would only have been 36%. The reportable statistic would have been 64% of VCAT determinations found to be in favour of Council's decision.

Service/Indicator/ measure	Results				Material Variations
	2018	2019	2020	2021	
<b>Animal Management</b> <b>Timeliness</b> Time taken to action animal management requests. (average number of days it takes for Council to action animal management related requests)	1.49	1.43	1.29	<b>1.57</b>	The time taken to respond to animal complaints continues to be less than two days which is at the lower end of the expected response range of between one and ten days. The variance represents a matter of hours and is reflective of staff availability and disruption due to pandemic related restrictions.
<b>Service Standard</b> Animals reclaimed (Percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> reclaimed)	54.76%	48.20%	44.44%	<b>32.39%</b>	While the reclaim rates of dogs has remained consistently high over the last four financial years, the reclaim rates for cats has not followed the same trend, resulting in lower reclaim rates. More particularly, during 2020/21 the reclaim rate was adversely impacted by the significant increase in the number of cats that were impounded without a corresponding increase in reclaims.
Animals rehomed (Percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> rehomed)	New in 2020	New in 2020	34.16%	<b>53.31%</b>	The COVID-19 pandemic has seen more people wanting to acquire pets. Given the longer period of exposure to the pandemic impacts in 2020/21 compared to 2019/20, the increase in rehoming continued.
<b>Service cost</b> Cost of animal management service (Direct cost of the animal management service per head of population)	\$4.59	\$5.23	\$5.17	<b>\$5.53</b>	Save for a minor reduction in costs during 2019/20, the costs have gradually increased from 2017 until now. The increase in contracted animal services costs across the industry is a primary reason for the continuing escalation along with general increasing operational costs.
<b>Health and Safety</b> Animal management prosecutions (Percentage of animal management prosecutions which are successful)	New in 2020	New in 2020	100%	<b>100%</b>	The continued high success rate in prosecutions is reflective of the willingness of people to report incidents that impact wider community safety and amenity, which is complemented by the quality of investigations and enforcement skills within the relevant teams.



Service/Indicator/ measure	Results				Material Variations
	2018	2019	2020	2021	
<b>Food Safety</b>					
<b>Timeliness</b> Time taken to action food complaints (Average number of days it takes for Council to action food complaints received from members of the public about the safety or handling of food for sale)	1.95	1.73	1.49	<b>1.56</b>	This result represents the 2020 calendar year as per Performance Reporting requirements. The average number of days has marginally increased from the previous year due to Public Health resources being stretched primarily with COVID-19 response responsibilities.
<b>Service standard</b> Food safety assessments (Percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)	98.44%	99.39%	100%	<b>90.71%</b>	This result represents the 2020 calendar year as per the Performance Reporting requirements. Public Health resources have been stretched primarily with COVID-19 response responsibilities. The closure of businesses on a number of occasions in light of restrictions imposed by the State Government at times for extended periods has also made it difficult to schedule and complete assessments for all businesses. Accordingly, the result for this measure is slightly down. All remaining businesses will have their annual food safety assessment completed in early 2021.
<b>Service cost</b> Cost of food safety service (Direct cost of the food safety service per food premises registered by Council, or for which Council has received notification, during the financial year)	\$471	\$494	\$523	<b>\$526</b>	The overall average cost of service remains similar to previous years. There was a very marginal increase in comparison to 2019/20.
<b>Health and safety</b> Critical and major non-compliance outcome notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	100%	100%	100%	<b>100%</b>	All non-conformance notifications have been followed up and this is consistent with the previous year's result.

Service/Indicator/ measure	Results				Material Variations
	2018	2019	2020	2021	
<b>Waste collection</b>					
<b>Satisfaction</b> Kerbside bin collection requests (Number of kerbside bin collection requests per 1,000 kerbside bin collection households)	56.90	73.03	80.90	<b>82.95</b>	Requests are within acceptable parameters and reflects our commitment to accessibility for our customers.
<b>Service standard</b> Kerbside collection bins missed (Number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts)	2.76	2.79	3.08	<b>3.28</b>	Missed bin requests are consistently within acceptable parameters and reflects our commitment to capture and report on all missed bin requests.
<b>Service cost</b> Cost of kerbside garbage bin collection service (Direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin)	\$96.83	\$101.61	\$106.21	<b>\$100.43</b>	The cost for delivery of the garbage collection service has reduced compared to the previous two years due to the commencement of a new contract in April 2021. Waste is now delivered to a closer disposal location.
<b>Waste diversion</b> Kerbside collection waste diverted from landfill (percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	50.86%	49.81%	52.33%	<b>56.41%</b>	Costs for the recycling service are consistent over the last three years.
					Diversion rates are consistently improving due to the food in the green bin initiative. Tonnages of green waste have also increased as the result of pandemic lockdown residents having more time for pruning and seasonal factors.



# STRATEGIC OBJECTIVE TWO: Inviting Open and Urban Spaces

The following statement provides information in relation to the services funded in the 2020/21 budget and the persons or sections of the community who are provided the service.

Service	Description of services provided	Net Cost	\$000
<b>Strategic Asset Management</b>	<p>The Strategic Asset Management Department provides strategic asset planning to guide sustainable management of Council's assets to support services that will meet current and future community needs. <b>Services include:</b></p> <ul style="list-style-type: none"> <li>» <b>Asset Management Information Systems</b> Delivery of systems setup, maintenance, reporting, documentation, training and support</li> <li>» <b>Asset Data Management</b> Delivery of asset data collection and inspections, Asset valuations, Utilisation and Performance Reporting, Pavement Management System and Data Modelling</li> <li>» <b>Strategic Asset Planning</b> Development of the Asset Management Policy, Strategy and Plans, Road Management Plan, Asset Plan, Asset Reporting and Development of Asset Renewal Programs</li> <li>» <b>Infrastructure Planning and Compliance</b> Provide support for Emergency Management, State Emergency Services Unit Liaison, management of Council's Utilities, and divisional responsibilities of OHS, Business Improvements, Quality Management System development and Long-Term Capital Works.</li> </ul>	<p>Actual 3,477</p> <p>Budget 4,308</p> <p>Variance 831</p>	
<b>Capital Works</b>	<p>The Capital Works Department is responsible for:</p> <ul style="list-style-type: none"> <li>» Delivery of Civil Infrastructure projects</li> <li>» Delivery of Building and Reserves related projects</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 and Environment Division</li> <li>» Utility Works - coordination of Council asset reinstatement</li> <li>» Project support services to the Infrastructure and Environment Division.</li> </ul>	<p>Actual 2,299</p> <p>Budget 2,971</p> <p>Variance 672</p>	

Service	Description of services provided	Net Cost	\$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><b>The Department manages a diverse portfolio and is broken up into four main areas:</b></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><b>Other customer service tasks that the Department is involved with are:</b></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> </ul>	<p>Actual 2,240</p> <p>Budget 2,189</p> <p>Variance (51)</p>	



Service	Description of services provided	Net Cost	\$000
<b>Facilities and Infrastructure Maintenance</b>	The Facilities and Infrastructure Maintenance Department provides a range of maintenance, support and essential services to the Community, the Infrastructure & Environment Division and the Monash Operations Centre (MOC). These are provided via a tiered arrangement of service level agreements including rapid response, reactive and scheduled programs. <b>The Services include:</b>	Actual	7,506
		Budget	8,515
		Variance	1,009
	» <b>Fleet &amp; Operations Centre Management</b> Light passenger, heavy vehicle and plant procurement, disposal, maintenance and repair, store control and facility management of the Monash Operations Centre		
	» <b>Facility Maintenance</b> Building and structures maintenance and renewal, facility programs and facility services including cleaning of Council's buildings, public toilets and BBQ's		
	» <b>Infrastructure Support</b> Administration related to works and correspondence management supporting the customer service activities of the Infrastructure and Environment Division		
	» <b>Infrastructure Maintenance</b> Maintain Council's roads and road signs, footpaths, kerb and channels, drainage systems and street furniture, shared fencing, after hours call-out service; and coordinate emergency management support to Council's MEMO (Municipal Emergency Management Officer).		
<b>Property</b>	The Property Department is responsible for the contractual management, sale and facilitation of development of Council-owned or managed properties. <b>This includes:</b>	Actual	458
		Budget	388
		Variance	(70)
	» Facilitating private and public development on Council land to enhance the economic viability of the area		
	» Conducting feasibilities for potential development of major facilities such as car parks within activity centres or sports pavilions in reserves		
	» Management of the purchase or sale of land required for or surplus to Council needs		
	» Management of leases, licences and agreements associated with Council properties.		

Service	Description of services provided	Net Cost	\$000
<b>Horticultural Services</b>	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>	Actual	15,904
		Budget	14,639
		Variance	(1,265)
	» <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 & golf course capital works		
	» <b>Parks and Gardens Maintenance Services</b> Responsible for the maintenance of council's ornamental gardens and passive open space areas		
	» <b>Heritage and Conservation Services</b> Responsible for the maintenance of council's bushland reserves and play spaces. This includes wetlands maintenance, seed collection and propagation, revegetation, minor landscaping works and play space inspections and maintenance works		
	» <b>Arboricultural Services</b> Responsible for the management of council's valued tree population. This includes both proactive and reactive tree inspections and works and the delivery of street tree planting and establishment works.		
<b>City Design</b>	The City Design Department's role is to guide city design and assist Council in making the City of Monash a more <i>liveable and sustainable city</i> . <b>This includes:</b>	Actual	788
		Budget	1,003
		Variance	215
	» Providing a multi-disciplinary range of planning and design services, including environmental, heritage, civic, landscape and architecture to all Council departments		
	» Working across council to assist in the development of current and future community needs in relation to facilities, public spaces and infrastructure		
	» Enhancing the quality of all public spaces, streetscapes and civic/community architecture by addressing safety, amenity, access for all, permeability, aesthetic quality, cultural vitality, landscape character, context and ecologically sustainable design		
	» Developing and maintaining appropriate design standards for civic and community buildings, as well as natural and built environments.		



Service	Description of services provided	Net Cost	\$000
<b>Active Monash</b>	The Active Monash Department comprises of Aquatics and Leisure Services, Recreation Services, and supports improved community health and wellbeing through active participation in sports and leisure activities. <b>The Service Units include:</b> The <b>Aquatic and Leisure Services Business Unit</b> This Unit manages the following centres: » Clayton Aquatics and Health Club (CAHC) » Monash Aquatic and Recreation Centre (MARC) » Oakleigh Recreation Centre (ORC). <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.	Actual	7,627
		Budget	4,279
		Variance	(3,348)



## COMMUNITY OUTCOME

The following statement reviews the performance of Council against the Council Plan including results achieved in 2020/21 in 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

Council will support Inviting Open and Urban Spaces through ongoing delivery of a range of services including Strategic Asset Management, Capital Works, engineering, Facility and Infrastructure Maintenance, Horticultural Services, City Design and Active Monash.

#### 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
- » 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> Finalise the masterplan for the Waverley Women's Sports Centre precinct and the commence upgrade of the outdoor netball courts.	<b>Achieved:</b> 2020/21 project requirements achieved. The Master Plan was adopted by Council 27 April 2021.
<b>2.2 MAJOR INITIATIVE 2</b> Commence the design of Mulgrave Reserve Pavilion.	<b>Achieved:</b> 2020/21 project requirements achieved. The Pavilion was completed and opened in May 2021.
<b>2.3 MAJOR INITIATIVE 3</b> Progress the construction of the Mulgrave Reserve Pavilion upgrade.	<b>Achieved:</b> Final concept approved April 2021. Detail design commenced May 2021 for 2021/22 construction.
<b>2.4</b> Progress the feasibility study of the Civic Precinct redevelopment.	<b>Achieved:</b> The feasibility study of the Civic Precinct redevelopment was completed. This work was presented to the Glen Waverley Advisory Committee in early March 2021 and to Council at its Strategy meeting in March 2021. A subsequent report was presented to Council at its meeting in April 2021. At the April meeting Council resolved to proceed to the concept and schematic design of the Civic Precinct project in 2021/22.
<b>2.5</b> Progress the detailed design for the Montclair Car Park project.	<b>Achieved:</b> In June 2021, Council resolved to terminate Contract 2019147 Principal Consultancy Services – Detailed design for a mixed-use multi-level car park, 31-39 Montclair Avenue, Glen Waverley as the Suburban Rail Loop Authority has identified the land is likely to be required for the Suburban Rail Loop project.
<b>2.6</b> Complete the upgrade of the following playspaces: a) Madison Court Playspace b) Capital Reserve Playspace c) Whitehaven Crescent Reserve Playspace d) Danien Street Reserve Playspace e) Wilma Avenue Reserve Playspace.	<b>Achieved:</b> All playspaces were completed and open for use. Details as follows: a) Madison Court Playspace – completed June 2021 b) Capital Reserve Playspace – completed March 2021 c) Whitehaven Crescent Reserve Playspace – completed March 2021 d) Danien Street Reserve Playspace – completed June 2021 e) Wilma Avenue Reserve Playspace – completed May 2021.
<b>2.7</b> Commence works to upgrade Davies Reserve including the Athletics Track.	<b>Achieved:</b> 2020/21 project requirements achieved. Scope of works for the project have increased due to State Government funding being announced for the project in late April.

Strategic Indicator/measure	Progress
<b>2.8</b> Complete the design of Panoramic Grove, Glen Waverley - Development Contribution Plan (DCP).	<b>Achieved:</b> The design of Panoramic Grove, Glen Waverley Development Contribution Plan (DCP) has been completed.
<b>2.9</b> Complete the design for stage 4 & 5 of Stocks Road, Mount Waverley - Development Contribution Plan (DCP).	<b>Achieved:</b> The design for stage four and five of Stocks Road, Mount Waverley Development Contribution Plan (DCP) has been completed.
<b>2.10</b> Complete the design of the bridge rehabilitation for Napier Park, Glen Waverley (Over Melbourne Water Overland Flow Path).	<b>Achieved:</b> The design of the bridge rehabilitation for Napier Park, Glen Waverley (Over Melbourne Water Overland Flow Path) has been completed.
<b>2.11</b> Complete Moorong Street, Chadstone - Road reconstruction.	<b>Progressing:</b> Moorong Rd road construction is scheduled to be completed in July 2021. Weather related delays have prevented completion of the project.
<b>2.12</b> Complete Bullarto Street, Chadstone - Road reconstruction.	<b>Achieved:</b> Bullarto Street, Chadstone road reconstruction completed.
<b>2.13</b> Complete Allambi Street, Ashwood - Road reconstruction.	<b>Progressing:</b> Allambi Street road construction is scheduled to be completed in August 2021. COVID-19 related delays due to a shortage of materials have prevented the completion of the project.
<b>2.14</b> Complete footpath priority works as identified in the Asset Renewal Program.	<b>Achieved:</b> 2020/21 footpath priority works completed.
<b>2.15</b> Complete road resurfacing priority works as identified in the Asset Renewal Program.	<b>Achieved:</b> 2020/21 road resealing priority works completed.



Strategic Indicator/measure	Progress
<p><b>2.16</b> Continue the implementation of the Asset Management Information System with focus on the following asset classes: waste, stormwater, facilities and open space.</p>	<p><b>Achieved:</b> 2020/21 implementation requirements were achieved. The continuation of the implementation of the Asset Management Information System is progressing. Achievements during 2020/21 as follows:</p> <ul style="list-style-type: none"> <li>» Waste and Stormwater completed with officers out in the field with ConfirmConnect</li> <li>» Roads completed and live</li> <li>» Open Space assets, Arboriculture, Landscape and Playspace completed and live</li> <li>» Bushland and Wetlands completed and live</li> <li>» Sports and Gold completed and live</li> <li>» Parks and Gardens completed and live</li> <li>» Other parts of Horticulture have been configured but have yet to be rolled out into the field, timing will depend on the amount of licences available</li> <li>» Facilities is currently being configured and due to be completed early in 2021/22.</li> </ul>
<p><b>2.17</b> Implement the funded priorities of the Year five Street Tree Strategy.</p>	<p><b>Achieved:</b> The 2020/21 Street Tree Strategy implementation priorities have been completed.</p>
<p><b>2.18</b> Implement the 2020/21 funded priorities of the Avendon Estate Cypress Windrow Replacement Program.</p>	<p><b>Achieved:</b> The 2020/21 funded priorities of the Avendon Estate Cypress Windrow Replacement Program have been implemented.</p>

## Service Performance Indicators

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

Service/Indicator/measure	Results				Material Variations
	2018	2019	2020	2021	
<p><b>Aquatic Facilities</b></p> <p><b>Service standard</b> Health inspections of aquatic facilities (Number of inspections by an authorised officer within the meaning of the Public Health and Wellbeing Act 2008 carried out per Council aquatic facility)</p>	0.67	1.00	1.00	<b>1.00</b>	Mandatory compliance checks completed for each aquatic facility.
<p><b>Service cost</b> Cost of aquatic facilities (Direct cost less any income received from providing aquatic facilities per visit)</p>	\$0.62	\$1.05	\$4.22	<b>\$13.50</b>	A significant decrease in attendances over the four-year period. This is due to the impact of COVID-19 lockdowns and reduction in capacity limits throughout 2019/20 and 2020/21 and also the closure and redevelopment of the Oakleigh Recreation Centre.
<p><b>Utilisation</b> Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of population)</p>	8.25	8.30	5.13	<b>2.70</b>	The cost is significantly higher due to the negative impact on attendances as a result of COVID-19 closures and reduced capacity due to the redevelopment of the Oakleigh Recreation Centre. Operating expenses were reduced. However, not to the extent of revenue, partly due to the commitment of security of tenure provided to all employees during the COVID-19 lockdown resulting in an abnormal result.



Service/Indicator/ measure	Results				Material Variations
	2018	2019	2020	2021	
<b>Roads</b>					
<b>Satisfaction of use</b> Sealed local road requests (Number of sealed local road requests per 100 kilometres of sealed local road)	27.19	28.67	29.71	<b>41.67</b>	The increase in number of requests is reflective of wetter conditions experienced during 2020 compared to previous years. Wet weather generally leads to a higher instance of issues such as potholes, therefore resulting to higher requests. This reporting period saw double the amount of requests related to potholes compared to the previous years. Council addresses such requests in line with intervention level as per the Road Management Plan.
<b>Condition</b> Sealed local roads maintained to condition standards (Percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	98.49%	98.49%	98.49%	<b>98.50%</b>	Programming of road resurfacing has increasingly being better planned as City of Monash has been utilising Pavement Management System. Council's continuous commitment by funding ongoing maintenance and renewal of its road network has kept the indicator within the expected range.
<b>Service cost</b> Cost of sealed local road reconstruction (Direct reconstruction cost per square metre of sealed local roads reconstructed)	\$92.16	\$0.00	\$89.16	<b>\$111.36</b>	The cost of sealed road reconstruction has increased compared to the previous years. Variance in cost due to project location, level of traffic management required and scope of work. In particular, a large portion of the cost difference this year is due to the depth of road pavement reconstructed which has a higher rate per square metre compared to previous years.

Service/Indicator/ measure	Results				Material Variations
	2018	2019	2020	2021	
<b>Service cost</b> Cost of sealed local road resealing (Direct resealing cost per square metre of sealed local roads resealed)	\$21.81	\$30.90	\$21.77	<b>\$27.25</b>	The unit rate tends to fluctuate year on year depending the depth of asphalt laid, size of work packages and level of traffic management required. This year in addition to a CPI increase in contract rates, there were more work packages, however they were smaller in nature attracting establishment fees at each location, increasing the average square metre rate over the whole program.
<b>Satisfaction</b> Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)	77	78	76	<b>75</b>	Satisfaction declined marginally, by one point but remains at a very high level compared to neighbouring Councils.





# STRATEGIC OBJECTIVE THREE: An Inclusive Community

The following statement provides information in relation to the services funded in the 2020/21 budget and the persons or sections of the community who are provided the service.

Service area	Description of services provided	Net Cost	\$000
<b>Aged and Community Support Services</b>	The Aged and Community Support Department is responsible for direct support and service planning for seniors across Monash.  The Department provides a range of service delivery and service planning activities that directly support seniors to remain living independently in their own homes. Additionally, this department facilitates and supports seniors to remain active and celebrated participants in all aspects of community life. Key funding for in home support programs is delivered via the Commonwealth Home Support Programme and Council fund a range of additional activities focused on ensuring seniors throughout Monash have multiple opportunities to stay socially active and connected within their community	Actual	(381)
		Budget	483
		Variance	864



Service area	Description of services provided	Net Cost	\$000
<b>Children, Youth and Family Services</b>	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. <b>Services and activities delivered by this Department include:</b>  » <b>Maternal and Child Health Service</b> provides support to families with infants and young children from a number of centres located across the municipality. Other services include an enhanced program for vulnerable families as well as an outreach program for families unable to attend a centre-based service  » <b>Immunisation Service</b> provides infant vaccines across the municipality and an immunization program for secondary school students  » <b>Brine St Childcare and Kindergarten</b> is an early childhood education and care centre with a capacity of 67 places. The centre also offers a funded kindergarten program for four-year-olds  » <b>Monash Youth Services (MYS)</b> provides programs, events and services to young people and their families living and accessing the City of Monash. MYS provides generalist youth worker support for young people aged 10-25 years, programs for personal growth and leadership along with opportunities for peer support and social interaction. MYS also offers Teen and Youth Mental Health First Aid programs for the community and programs within schools through the School Focussed Youth Worker  » <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. EY&IFS also offers a number of community and supported playgroups across the municipality  » Provision and administration of the Monash Central Enrolment System for kindergartens, most of which are operated from Council-owned buildings.	Actual	2,427
		Budget	3,731
		Variance	1,304



Service area	Description of services provided	Net Cost	\$000
<b>Community Strengthening</b>	Community Strengthening builds community capacity through community partnerships, planning and development initiatives, enabling Council and community partners to make informed, effective decisions. The team implements collaborative and integrated actions to improve community health and wellbeing. This is achieved through the provision of Council's State-legislated Municipal Public Health and Wellbeing Plan and associated social policies and frameworks, and a range of other projects and programs as shown below.  <b>The Community Strengthening Team is responsible for the following areas:</b>	Actual	2,786
		Budget	3,905
		Variance	1,119
<b>Arts and Libraries</b>	The Arts and Libraries Department is responsible for providing library services, cultural events and for the operation of the Monash Arts Gallery (MGA). <b>The three service delivery units are:</b>		5,927
			6,492
			565

## COMMUNITY OUTCOME

The following statement reviews the performance of Council against the Council Plan including results achieved in 2020/21 in 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
- » Support for Monash creative and cultural sectors by providing a municipality-wide vision for activations and programming
- » 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 Support Services, Children, Youth and Family Services, Community Strengthening, Arts and Libraries.

#### 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 and social housing
- » Commence the construction of Wellington Child and Family Hub
- » Continue the implementation of the Monash Gallery of Art (MGA) Strategic Plan
- » Develop a new *Municipal Public Health and Wellbeing Plan 2021-2025*
- » Continue the implementation of the Public Library Service Plan
- » Celebrate our multicultural community.



Strategic Indicator/measure	Progress
<b>3.1 MAJOR INITIATIVE 4</b> Commence the construction of Wellington Child and Family Hub.	<b>Achieved:</b> The 2020/21 Project requirements achieved. The Wellington Child and Family Hub construction commenced in January 2021 and will be complete by November 2021 as planned.
<b>3.2</b> Implement Year 3 of the Monash Gallery of Art Strategic Plan.	<b>Achieved:</b> The May COVID-19 lockdown occurred during installation and caused the exhibition launch of STAGES to be postponed for two weeks. MGA reopened to normal operating hours with COVIDSafe protocols and density requirements in place. Digital education resources are under development and online programming continues to be a key aspect of programming especially due to border closures between NSW and VIC. The Annual Plan for 2021/22 was submitted to the CEO as required under the TOR and the Feasibility Study for the Integrated Cultural Precinct has been completed. The Fundraising auction was a success raising over \$100,000 that is split evenly with the artists.
<b>3.3</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> During the 2020/21 year, Council officers have continued their advocacy on key issues. <b>Key issues in 2020/21 include:</b> <ul style="list-style-type: none"> <li>» The Gender Equity Advisory Committee is providing a gender lens over a number of Council's new Policies and Strategies as part of Council's commitment to undertaking a Gender Impact Assessment for the <i>Gender Equality Act 2020</i></li> <li>» Monash continuing to lead the 13 Council coalition - Regional Local Government Homelessness &amp; Social Housing Charter Group</li> <li>» The first-ever <i>Monash Social Housing Framework 2020-2025</i> was adopted by Council in December 2020</li> <li>» Monash endorsed three sites for social housing development at March 2021 Council meeting in response to Homes Victoria's \$5.3 billion landmark social housing investment.</li> </ul>
<b>3.4</b> Develop a new <i>Municipal Public Health and Wellbeing Plan 2021-2025</i> .	<b>Achieved:</b> The Draft Monash Health & Wellbeing Plan 2021-2025 has been developed and will be presented to Council for endorsement and the community will be invited to provide feedback.
<b>3.5</b> Develop a series of new standalone policy statements which will state Council's policy position on a number of high-profile public health and community priorities, including: Loneliness, Gender Equity, Social Housing, Gambling, Alcohol, Graffiti, Community Safety, Indigenous & Resilience. Policies will align to the municipal public health and wellbeing plan [MPHWP] 2021-2025 and have incorporated actions evaluated yearly through the Municipal Public and Wellbeing Plan.	<b>Achieved:</b> The development of series of new standalone policy statements was achieved in 2020/21. <b>Achievements in 2020/21 include:</b> <ul style="list-style-type: none"> <li>» Community Safety Framework will be developed in line with the new <i>Municipal Public Health and Wellbeing Plan 2021-2025</i></li> <li>» Draft Gender Equity Framework 2021-2025 is currently being finalised prior to endorsement at Council for public consultation in October</li> <li>» Monash Loneliness Framework 2020-2025 and <i>Monash Social Housing Framework 2020-2025</i> endorsed in December 2020.</li> </ul>

Strategic Indicator/measure	Progress
<b>3.6</b> Lead the Regional Local Government Homelessness & Social Housing Charter Working Group comprised of 14 Eastern and South-Eastern Councils to develop a Charter which prioritises clear local government levers to advocate for major reform to increase the supply of social housing in Victoria.	<b>Achieved:</b> The Charter Group continued to meet every two months and has delivered and met key targets 2020/21 <b>including:</b> <ul style="list-style-type: none"> <li>» A consultation with Homes Victoria on the new Local Government Affordable and Social Housing Compact</li> <li>» A joint submission made in April to Homes Victoria's '10 Year Social and Affordable Housing Strategy Discussion Paper'</li> <li>» A first of its kind breakfast Zoom event in May with Charter CEOs &amp; Community Housing Agencies</li> <li>» Due to launch a 'Housing First for People Sleeping Rough' best practice guide, in conjunction with August National Homelessness Week 2021 and exploring advocacy around rooming houses</li> <li>» Developed the <i>Regional Local Government Homelessness &amp; Social Housing Charter 2020</i> with 3 shared priorities to advocate for the increase of social housing and homelessness services for the 2 million+ population that the regional Charter Group represents. The Charter has been endorsed by all 13 Councils</li> <li>» Led a state-wide media campaign calling for increased social housing to end homelessness</li> <li>» \$5.1 billion 'Big Housing Build' social housing investment.</li> </ul>





Strategic Indicator/measure	Progress
3.7 Implement Year 2 of the Public Library Service Plan.	<p><b>Achieved:</b> The implementation requirements of Year 2 of the Public Library Service Plan was achieved. <b>Key actions for implemented during 2020/21:</b></p> <ul style="list-style-type: none"> <li>» Commencement of 25th Annual WordFest 2021 including Launch by Virginia Trioli and first five author talks/workshops</li> <li>» Continuation of a face to face and online digital literacy programs including iPad classes, Greek literacy program, screen addiction presentation, showcase of digital devices and online resources and a preserving your digital literacy workshop</li> <li>» New programs for the community including: Pride Book Club, English as an Alternative Language reading club, Russian Story-time, resumption of Bedtime story times, community referral and support via MiCare Settlement Worker initiative and Mandarin Conversation Circle for teenagers and adults</li> <li>» Completion of Be Connected Mentor program with 81 Mentors trained</li> <li>» Delivery of online story times for children including trilingual session for Australian wide the National Simultaneous Story time</li> <li>» Celebration of Midsumma Festival and IDAHOBIT (International Day Against LGBTIQ+ discrimination) with a series of film screenings</li> <li>» Introduction of pilot after school club with Power Neighbourhood House for children lacking confidence and experiencing loneliness</li> <li>» Reinstitution of click and collect services to vulnerable community members during the May-June lockdown</li> <li>» Finalisation of tender process for new library management system and panel of suppliers for library collections, furniture and equipment and other services</li> <li>» Input into the Business case for the Monash Gallery of Art and Wheelers Hill Library Integrated Cultural Precinct</li> <li>» Design and scoping work on the upgrade to Mulgrave Library</li> <li>» Delivery of sustainability workshops on recycling and housing</li> <li>» Conducted six focus groups with users and non-users to analyse the impact of our current offerings and develop new engagement strategies in 2021/22.</li> </ul>

## Service Performance Indicators

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

Service/Indicator/measure	Results				Material Variations
	2018	2019	2020	2021	
<b>Maternal and Child Health (MCH)</b>					
<b>Service Standard</b> Infant enrolment in the MCH service (Percentage of infants enrolled in the MCH service)	100.94%	100.00%	101.25%	<b>100.63%</b>	Marginal change over the four-year period.
<b>Service Cost</b> Cost of MCH service (Cost of the MCH service per hour of service delivered)	\$61.38	\$67.55	\$67.22	<b>\$66.71</b>	There is a marginal difference in cost over the last three years.
<b>Participation</b> There is a marginal difference in cost over the last three years.	79.27%	77.07%	77.22%	<b>76.46%</b>	There has been a slight decrease in participation rates compared to previous years. There has been an overall reduction in participation with the MCH Service (aside from the four-week visit) in part due to the impact of the pandemic and in part to the change to telehealth methodology along with the inability to offer outreach to early childhood settings due to the Chief Health Officer's directions.



Service/Indicator/ measure	Results				Material Variations
	2018	2019	2020	2021	
<b>Participation</b> Participation in the MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	72.13%	85.71%	82.72%	<b>79.38%</b>	There has been a reported decrease in participation rates overall for Aboriginal and Torres Strait Islander people. However there has been an increase in Aboriginal and Torres Strait Islander peoples identifying within our service, with 33 out of 35 clients attending the service aged from birth to two years of age. The ongoing higher participation rate families with an Aboriginal and Torres Strait Islander heritage is the result of the assertive engagement occurring by the MCH Team.
Participation in four-week Key Age and Stage visit (Percentage of infants enrolled in the MCH service who receive the four-week key age and stage visit)	New in 2020	New in 2020	95.95%	<b>97.68%</b>	Increased participation in the four-week Key Age & Stage visit, which is positive. The availability of face-to-face contact with MCH nurses for a reduced time to allow weight and measurement at this visit was very welcome to new parents, encouraging increased participation during what has been a stressful time.

Service/Indicator/ measure	Results				Material Variations
	2017	2018	2019	2020	
<b>Libraries</b>					
<b>Utilisation</b> Physical Library collection usage (Number of physical library collection item loans per physical library collection item)	5.82	5.71	4.72	<b>3.97</b>	Loan rate of physical collection since 2017/18 shows a gradual decline up until pandemic in 2019/20 and more significantly in 2020/21. This pattern was exacerbated by lockdowns and service restrictions. Refocus by library on increased eBooks partially offsetting this trend.
<b>Resource standard</b> Recently purchased library collection (Percentage of the library collection that has been purchased in the last five years)	73.89%	75.01%	74.16%	<b>65.49%</b>	While the percentage of the collection less than five years old had been maintained around 74% to 75% since 2017/18, in 2020/21 a significantly reduced collection budget due to the financial impacts of the pandemic meant fewer new items were purchased. Overall percentage of the collection less than five years old declined.
Cost of library service per population (The direct cost of the library service per population)	\$27.95	\$27.68	\$26.97	<b>\$25.86</b>	Costs per population were relatively consistent leading up to the start of the COVID-19 pandemic. The below target figure for 2020/21 is indicative of reduced programming during the pandemic lockdowns.
<b>Participation</b> Active library borrowers (Percentage of the population that are active library borrowers)	17.51%	16.55%	16.28%	<b>14.21%</b>	This result is consistent with industry trends. The percentage of population actively using the library was declining prior to the pandemic impacting on This result is consistent with industry trends. The percentage of population actively using the library was declining prior to the pandemic impacting on availability of library services. Online programs and click'n'collect services partly offset this affect.



# STRATEGIC OBJECTIVE FOUR: Responsive and Efficient Services

The following statement provides information in relation to the services funded in the 2020/21 budget and the persons or sections of the community who are provided the service.

Service area	Description of services provided	Net Cost	\$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.	Actual Budget Variance	2,446 2,894 448
<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. The unit's focus is on delivering an efficient and effective customer service that meets the needs of the community</li> <li>» <b>Civic and Governance</b> provides support to the Mayor and the Councillors, including organising Mayoral functions, planning of civic events, management of civic functions, coordination of Council business, Council elections and provides statutory advice</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> is 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>	Actual Budget Variance	8,140 7,450 (690)

Service area	Description of services provided	Net Cost	\$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>	Actual Budget Variance	7,715 6,789 (926)
<b>Communications</b>	The Communications Executive Department is responsible for all internal and external communications. <b>This includes:</b> <ul style="list-style-type: none"> <li>» <b>Media relations</b> Handling media enquiries for the organisation/writing media releases to promote Council projects and services</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 managed</li> <li>» <b>Publications</b> Production of the Monash Bulletin newsletter, annual report and enewsletters</li> <li>» <b>Engagement</b> Facilitating high levels of community consultation and engagement across the organisation</li> <li>» <b>Graphic design</b> Design of corporate documents including letterhead, business cards, posters and flyers</li> <li>» Organising the annual Sir John Monash Awards for outstanding community service and leadership.</li> </ul>	Actual Budget Variance	1,460 1,442 (18)





Service area	Description of services provided	Net Cost	\$000
<b>People and Culture</b>	The People and Culture Executive Department is responsible to support the capability and engagement of the organisation's workforce, as well as, providing operational and strategic policies, procedures, programs and specialised advice and support to achieve organisational objectives and legislative compliance. <b>This includes:</b> » <b>People Services</b> responsible for attraction, recruitment, on-boarding, payroll, reporting requirements (internal and external), data analytics, HR system management and the day-to-day management of other workforce processes such as, probation and probity, remuneration benchmarking and position description management » <b>Workplace Relations</b> responsible for the end-to-end industrial and employee relations, enterprise agreement management, contract management, case management, performance management and HR policy and procedure framework implementation ensuring legislative compliance » <b>Organisational Development</b> responsible for the development and implementation of strategies that support workforce development, including, induction, training, learning, performance development, succession and leadership capability. Underpinned by key values and behaviours that shape organisational wide cultural strategies to support diversity, inclusion, wellbeing and gender equity. The organisational development function also encompasses the management of employee related surveys to measure satisfaction, climate, engagement and culture change progression » <b>Occupational Health and Safety</b> responsible to implement and manage processes to ensure legislative compliance, physical and psychological workforce safety, risk management, injury management, return to work program, safety audit requirements and provision of specialist advice and support to achieve a culture of safety.	Actual	2,505
		Budget	2,723
		Variance	218

Service area	Description of services provided	Net Cost	\$000
<b>Finance</b>	The Finance Department provides accounting information and advice necessary for the efficient financial operation of Council, <b>specifically:</b> » Ensure the financial sustainability of the Council » Ensuring compliance with relevant Legislations and Standards » Provide meaningful analysis of results to ensure all users have an accurate understanding of their financial position and results in a timely manner » Ensure Council's budget is compiled in accordance with statutory guidelines and the parameters of the Financial Plan » Providing accurate and timely financial transaction processing, financial information, advice, analysis and systems to achieve Council objectives » Maintain accurate and up-to-date accounting data and information on the financial system » Maximise returns on Council's financial investments » Ensure that financial relationships with customers and suppliers are maintained professionally and accurately » Management of the Property, Revenue and Valuation Services Unit (PRAVS) which provides property data management services for the organisation and manages the collection of Rate revenue » Ensuring that through effective processes within the Unit and with other property related units such as Valuations, Building and Town Planning, that Council's Corporate Property Database is updated in an accurate and timely manner » The timely and accurate levying and reconciliation of Council's Rates and Charges Revenue, and the efficient collection of this revenue.	Actual	(18,950)
		Budget	(11,802)
		Variance	7,148



<b>Strategic Procurement</b>	<p>The Strategic Procurement Department is responsible for:</p> <ul style="list-style-type: none"> <li>» Purchasing Processes and Systems to support organisational requirements for goods and services</li> <li>» Compliance Auditing to ensure that procurement activities are compliant with Council Policies and best practice procurement</li> <li>» Business Continuity Systems and Support to assist Council with Business Continuity Risk Management</li> <li>» Tendering and Contract Management Processes, Systems and Support including the provision of tendering and contract management advice, the administration of quotations and tenders and contract execution.</li> </ul>	<p>Actual Budget Variance</p>	<p>594 557 (37)</p>
<b>Corporate Performance</b>	<p>The Corporate Performance Department is responsible for:</p> <ul style="list-style-type: none"> <li>» Coordinating Council's integrated planning including development of the Community Vision and Council Plan</li> <li>» Coordinating the Annual Planning Process</li> <li>» Corporate performance reporting including Council Plan Actions, Customer Service Guarantee measures and the Local Government Performance Reporting Framework (LGPRF), including the Performance Statement (Annual Report)</li> <li>» Coordinating service planning and reviews</li> <li>» Monitoring, analysing and reporting on Council's efficiency and performance</li> <li>» Running the Project Management Office, supporting officers across the organisation successfully deliver projects</li> <li>» Overseeing the Internal Audit contract, implementation of the Strategic Internal Audit Plan and administering the Audit and Risk Committee</li> <li>» Legislative Compliance including managing the monitoring and reporting on Council's legislative obligations</li> <li>» Implementation of the <i>Fraud &amp; Corruption Control Framework</i></li> <li>» Risk management, overseeing Council's insurance portfolio and managing small claims against Council.</li> </ul>	<p>Actual Budget Variance</p>	<p>3,055 3,174 119</p>

## COMMUNITY OUTCOME

The following statement reviews the performance of Council against the Council Plan including results achieved in 2020/21 in 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.





Strategic Indicator/measure	Progress
<b>4.1 MAJOR INITIATIVE 5</b> Minimum 90% of agreed Capital Works Program delivered annually.	<b>Achieved:</b> Capital Works Program minimum target was achieved. 92.8% of agreed Capital Works Programs were delivered in 2020/21.
<b>4.2</b> Analyse the results of the annual Community Satisfaction Survey and provide recommendations to the Executive Leadership Team for continual improvements to performance.	<b>Achieved:</b> The Annual Community Satisfaction Survey has been completed and analysed. Council received a 7.3/10 for overall community satisfaction, a very good score placing Council as one of the top Councils in the metro area for community satisfaction.
<b>4.3</b> Implement actions from the People and Culture Strategy.	<b>Achieved:</b> The key milestones outlined in the plan are continuing to progress, and by design are predominantly ongoing initiatives, such as culture enhancement and employee engagement. The Plan outlines new legislative requirements related to the <i>Local Government Act 2020</i> and the <i>Gender Equality Act 2020</i> . Requirements associated with both are on track. Impacts from the pandemic include rescheduling the Learning and Development Framework requirements as agreed.
<b>4.4</b> Implement Year 1 of the funded Digital Strategy components.	<b>Achieved:</b> All budgeted actions of Year one of the Digital Strategy have been achieved.
<b>4.5</b> Deliver the Digital Experience Platform (DXP) - Website Refresh.	<b>Achieved:</b> All of aspects of the delivery of the Digital Experience Platform for the 2020/21 financial year have been achieved.
<b>4.6</b> Complete the Financial System upgrade and commence implementation.	<b>Achieved:</b> The Financial System upgrade was completed and implementation commenced. <b>That included:</b> <ul style="list-style-type: none"> <li>» Completion of the initial configuration. The project team will spend the next three months going through the configurations and making the required changes as required</li> <li>» Data migration from Oracle On-Prem to Oracle cloud is underway as well as data migration into the data warehouse</li> <li>» Integration activities have begun. Overall, eight systems will be integrated as part of the project.</li> </ul>
<b>4.7</b> Complete the Pathway upgrade.	<b>Achieved:</b> The Pathway upgrade was successfully completed early June 2021. Many hours of preparation and user acceptance testing ensured a good outcome.
<b>4.8</b> Coordinate the implementation of the <i>Local Government Act (LGA) 2020</i> .	<b>Achieved:</b> The LGA Project Control Group continues to meet fortnightly to monitor progress implementing the Act.

## 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
	2018	2019	2020	2021	
<b>Governance</b>					
<b>Transparency</b> Council decisions made at meetings closed to the public (Percentage of Council resolutions made at a meeting of Council, or at a meeting of a delegated committee consisting only of Councillors, closed to the public under section 66(1) of the Act)	7.84%	10.16%	8.85%	<b>5.98%</b>	Number of items dealt with in closed versus open Council represents a slight decrease compared to previous reporting periods.
<b>Consultation and engagement</b> Satisfaction with community consultation and engagement (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	74	73	73	<b>70</b>	Satisfaction with community consultation and engagement was three points lower this year. This may be due to the pandemic limiting consultation largely to online methods.
<b>Attendance</b> Councillor attendance at council meetings (Percentage of attendance at Council meetings by Councillors)	93.94%	90.91%	90.34%	<b>99.35%</b>	One absence was recorded for the reporting period.
Cost of elected representation (Direct cost of delivering council's governance service per councillor)	\$56,684	\$69,484	\$45,979	<b>\$44,375</b>	Costs average around \$1,600 less per Councillor than last reporting period.
<b>Satisfaction</b> Satisfaction with council decisions (Community satisfaction rating out 100 with how council has performed in making decisions in the interest of the community)	73	72	74	<b>71</b>	Satisfaction with Council's performance on making decisions in the interests of the community was marginally lower, although still rates highly compared to other Councils.





## Retired Service Performance Indicators

Service/Indicator/measure	Results		
	2018	2019	2020
<b>Aquatic Facilities</b>			
<b>Service Standard</b>			
Reportable safety incidents at aquatic facilities (The number of WorkSafe reportable aquatic facility safety incidents)	3	0	Retired in 2020
<b>Service cost</b>			
Cost of indoor aquatic facilities (Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities)	N/A	N/A	Retired in 2020
Cost of outdoor aquatic facilities (Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities)	N/A	N/A	Retired in 2020
<b>Note:</b> Monash Council has always reported on the above measures as a combined costs, i.e. Cost of aquatic facilities.			
<b>Animal Management</b>			
<b>Service cost</b>			
Cost of animal management service (Direct cost of the animal management service / Number of registered animals)	\$61.38	\$71.31	Retired in 2020
<b>Health and safety</b>			
Animal management prosecutions (Number of successful animal management prosecutions)	12	6	Retired in 2020
<b>Libraries</b>			
<b>Service cost</b>			
Cost of library service (Direct cost of the library service / Number of visits)	\$5.47	\$5.68	Retired in 2020
<b>Maternal and Child Health (MCH)</b>			
<b>Satisfaction</b>			
Participation in first MCH home visit (Number of first MCH home visits / Number of birth notifications received) x100	102%	98.74%	Retired in 2020





# Section FIVE

## Official Statements



# Performance Statement

For the year ended 30 June 2021

## ○ Description of municipality

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

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

Monash is one of Melbourne's most populous municipalities, with an estimated residential population of 204,936 people living in more than 74,588 dwellings. We are regarded as a cosmopolitan city. 50 per cent of our residents speak a language other than English at home. Almost 49 per cent of our residents were born overseas, having come from more than 100 different countries.

In keeping with the State Government's cap on rate increases, rate revenue was increased by 3.31 per cent (comprising the 2.0 per cent rate cap with 1.31 per cent supplementary rate growth). By controlling costs over many years, rates have been kept low. In the 2019/20 year, the average residential rates in Monash were \$1,528.68, compared with the state wide average of \$1,774.72 and similar council average of \$1,794.85. In 2020/21, the average residential rate in Monash was \$1,372.86.

## ○ Overview of 2021

The extended lockdown restrictions in Victoria during the 2020/21 financial year was enforced to control the spread of the coronavirus. This had some significant impact on the Monash community and in recognition of Monash ratepayers facing hardship, provided a one-off 10 per cent rate waiver on the 2020/21 rates and charges. Council also reframed its hardship policy to provide support to the community by including deferral on rates and charges to 30 June 2021 to those directly impacted by the pandemic.

Council was faced with a significant reduction in revenue from mostly fee paying clients, such as its aquatic and leisure centres, libraries, halls and golf courses in the year. This also saw some savings in expenditure through reduced service delivery, which were able to partially offset some of the revenue losses. Additional government grants were received to stimulate the economy and enable delivery of programs and events through online platforms.

It has been a challenging and slow return to services during the start of 2021 with further snap lockdowns but Council continued to provide the essential services in the community which included waste and recycling services, immunisations, roads and drain maintenance, and other home community care services

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 2021

Indicator/ measure	Results				Material Variations and Comments
	2018	2019	2020	2021	
<b>Population</b>					
Expenses per head of municipal population (Total expenses/ Municipal population)	\$858.46	\$893.64	\$901.05	<b>\$892.45</b>	The ratio drops by 0.95% from 2019/20 to 2020/21 which is due to a 1.02% increase in population. Expenditure is slightly higher than in 2019/20 due to employee costs and depreciation but this was partially offset by a reduction in service levels due to lockdown restrictions. A result of \$892.45 indicates Council is on the lower end of the expenses per head of municipal population.
Infrastructure per head of municipal Population (Value of infrastructure/ Municipal Population)	\$4,274.84	\$4,493.36	\$4,580.41	<b>\$4,788.89</b>	The increase of 4.55% 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 1.02%.
Population density per length of road (Municipal population/ Kilometres of local roads)	262.25	271.84	268.49	<b>266.84</b>	A marginal change to result, with a decrease in the indicator due to the population increasing faster than the minor increase in the length of local roads. A recent review of road data, and a re-measurement and reconciliation of their length as part of Asset Management Information System re-implementation project, resulted in this small increase in road length.



Indicator/ measure	Results				Material Variations and Comments
	2018	2019	2020	2021	
<b>Own-source revenue</b> Own-source revenue per head of municipal population [Own-source revenue/Municipal population]	\$787.12	\$809.33	\$787.47	<b>\$689.50</b>	Own source revenue in 2020/21 was impacted by Government restrictions that lead to closure of facilities which resulted in reduced revenue through user-pay services. In addition, rates income was unfavourable as the decrease was in line with the 10% rate waiver on levied rates to assist all ratepayers in financial hardship due to the pandemic. Monash's population also increased by 1.02%.
<b>Recurrent grants</b> Recurrent grants per head of municipal population (Recurrent grants/Municipal population)	\$105.69	\$102.78	\$99.08	<b>\$103.22</b>	This ratio increased by 4.18% over 2019/20 levels with an overall increase in recurrent grant income of only \$0.62 million. There was growth of approximately 1.02% in municipal population which has resulted in a ratio of \$103.22 which is also on the lower end of 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	14.89%	11.00%	9.29%	11.93%	COVID-19 has affected new hires and terminations in 2020/21 this was not reflected in 2019/20 as only part of the year was impacted

## Definitions

"Adjusted underlying revenue" means total income other than:

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

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

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

"Population" means the resident population estimated by Council.

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

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

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

"Unrestricted cash" means all cash, cash equivalents and financial assets, within the meaning of the AAS, other than restricted cash.



## Service Performance Indicators For the year ended 30 June 2021

Indicator/measure	Results				Material Variations and Comments
	2018	2019	2020	2021	
<b>Aquatic facilities</b>					
<b>Utilisation</b> Utilisation of aquatic facilities (Number of visits to aquatic facilities/Municipal population)	8.25	8.30	5.13	<b>2.70</b>	A significant decrease in attendances over the four-year period. This is due to the impact of COVID-19 lockdowns and reduction in capacity limits throughout 2019/20 and 2020/21 and also the closure and redevelopment of the Oakleigh Recreation Centre.
<b>Animal management</b>					
<b>Health and safety</b> Animal management prosecutions (The percentage of successful animal management prosecutions)	New 2020	New 2020	100%	<b>100%</b>	The continued high success rate in prosecutions is reflective of the willingness of people to report incidents that impact wider community safety and amenity, which is complemented by the quality of investigations and enforcement skills within the relevant teams.
<b>Food safety</b>					
<b>Health and safety</b> Critical and major non-compliance notifications (Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up/ Number of critical non-compliance notifications and major non-compliance notifications about food premises) x100	100%	100%	100%	<b>100%</b>	All non-conformance notifications have been followed up and this is consistent with the previous year's result.

Indicator/measure	Results				Material Variations and Comments
	2018	2019	2020	2021	
<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)	73	72	74	<b>71</b>	Satisfaction with Council's performance on making decisions in the interests of the community was marginally lower, although still rates highly compared to other Councils.
<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	17.51%	16.55%	16.28%	<b>14.21%</b>	This result is consistent with industry trends. The percentage of population actively using the library was declining prior to the pandemic impacting on availability of library services. Online programs and click'n'collect services partly offset this affect.
<b>Maternal and child health</b>					
<b>Participation</b> Participation in the MCH service (Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service) x100	79.27%	77.07%	77.22%	<b>76.46%</b>	There has been a slight decrease in participation rates compared to previous years. There has been an overall reduction in participation with the MCH Service (aside from the four-week visit) in part due to the impact of the pandemic and in part to the change to telehealth methodology along with the inability to offer outreach to early childhood settings due to the Chief Health Officer's directions.



Indicator/measure	Results				Material Variations and Comments
	2018	2019	2020	2021	
<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	72.13%	85.71%	82.72%	<b>79.38%</b>	There has been a reported decrease in participation rates overall for Aboriginal and Torres Strait Islander people. However there has been an increase in Aboriginal and Torres Strait Islander peoples identifying within our service, with 33 out of 35 clients attending the service aged from birth to two years of age. The ongoing higher participation rate families with an Aboriginal and Torres Strait Islander heritage is the result of the assertive engagement occurring by the MCH Team.
<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)	77	78	76	<b>75</b>	Satisfaction declined marginally, by one point but remains at a very high level compared to neighbouring Councils.





Indicator/measure	Results				Material Variations and Comments
	2018	2019	2020	2021	
<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	45.95%	47.97%	51.43%	<b>42.86%</b>	We have seen an overall decline in the number of applications going to VCAT since 2017/18, with 77 appeals being lodged less in 2019/20 compared with 2017/18. There has been an increase in the current year by 31 appeals lodged. Pleasingly, the number of failure to determine appeals have also dropped steadily with only one lodged in the 2020/21 period. We continue to see the trend of plans being substituted at VCAT rather than Applicant's choosing to address issues raised early in the application process. As issues have not been resolved with some applications, they are then either refused or conditions to requiring significant changes are imposed. Once the appeal has been lodged, applicants are choosing to substitute plans at the VCAT stage to strengthen the likely success of their proposal. In the majority of these cases, these changes also addressed the majority of issues raised by Council meaning that. If these amended plans been submitted to Council for consideration, then an approval would have been issued or less stringent conditions imposed. There would have been no need for an application to go to VCAT at all.

Indicator/measure	Results				Material Variations and Comments
	2018	2019	2020	2021	
<b>Statutory Planning (Cont.)</b>					
<b>Decision making (Cont.)</b>					
					This occurred in 15 cases and despite the solution being acceptable, the VCAT decision to approve the development still counts as a statistic where Council's decision was overturned. Had these plans been received and the application approved by Council at the application stage, the number of VCAT cases 'set aside' would only have been 36%. The reportable statistic would have been 64% of VCAT determinations found to be in favour of Council's decision.
<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	50.86%	49.81%	52.33%	<b>56.41%</b>	Diversion rates are consistently improving due to the food in the green bin initiative. Tonnages of green waste have also increased as the result of pandemic lockdown residents having more time for pruning and seasonal factors.





## Definitions

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

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

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

"Annual report" means an annual report prepared by a council under section 98 of the Act.

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

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

"Critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health.

"Food premises" has the same meaning as in the *Food Act 1984*.

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

"Major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken.

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age.

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





## Financial Performance Indicators For the year ended 30 June 2021

Dimension/ indicator/ measure	Results					Forecast				Material Variations and Comments	
	2018	2019	2020	2021	2022	2023	2024	2025			
<b>Efficiency</b>											
<b>Expenditure level</b> Total expenses per property assessment. (Total expenses/ Number of property assessments)	\$2,138.82	\$2,234.95	\$2,256.48	<b>\$2,177.31</b>	\$2,363.15	\$2,444.38	\$2,502.06	\$2,588.23			This ratio variance has decreased by 3.51% in 2020/21 mainly due to a higher number of property assessments compared to last year as a result of large developments which were completed and occupied during the 2020/21 year. Expenditure levels were slightly higher than in 2019/20, predominantly related to employee costs. This was higher than the prior year by \$2.85 million as Council received a \$3 million grant under the Working for Victoria program to support workforce that were left unemployed due to the pandemic. Additional employee costs related to balance day adjustments required for employee entitlements due to a reduction of leave taken during the 2020/21 period as a result of the extended lockdown periods. Depreciation is higher than last year as a major upgrade to Oakleigh Recreation Centre redevelopment was completed in February 2021. These higher levels of expenditure was partially offset by lower materials, services and contracts due to reduced levels of service delivery.
<b>Revenue level</b> Average rate revenue per property assessment [General rates and Municipal charges/ Number of property assessments]	New 2020	New 2020	\$1,528.68	<b>\$1,372.86</b>	\$1,574.76	\$1,615.90	\$1,661.96	\$1,713.27			The Minister for Local Government rate cap of 2% was applied to the 2020/21 rate charges however as recognition of the impacts of the pandemic on rate payers, a 10% rate waiver was applied to all ratepayers. This resulted in a significant drop in the average rate per property assessment than in 2019/20. It will revert back to normal levels in 2021/22 as there will be no rate waiver and the rate cap of 1.5% is applied.

Dimension/ indicator/ measure	Results					Forecast				Material Variations and Comments	
	2018	2019	2020	2021	2022	2023	2024	2025			
<b>Liquidity</b>											
<b>Working capital</b> Current assets compared to current liabilities (Current assets/Current liabilities) x100	229.80%	237.05%	189.69%	<b>177.25%</b>	151.04%	129.04%	115.08%	122.72%			The liquidity ratio drops in 2020/21 as the current liabilities have increased since 2019/20 by \$5.1 million. Mainly due to increases in employee provisions and unspent grants. The current assets are only higher by \$1.2 million compared to 2019/20 levels which is mostly related to less rates revenue received as a result of the 10% rate waiver on the 20/21 rates charges. Council's forecast working capital levels are expected to reduce in future years mainly due to significant capital works projects but are still forecast to remain positive.
<b>Unrestricted cash</b> Unrestricted cash compared to current liabilities (Unrestricted cash/Current liabilities) x100	34.01%	20.28%	24.80%	<b>10.10%</b>	59.90%	-2.00%	35.96%	37.51%			The variations in this ratio reflects the level of cash held in short term deposits (with maturity dates of 90 days or less) which is lower than 2019/20 levels. In addition there is an increased level of statutory reserves predominantly from Public Open Space contributions in 2020/21. Unrestricted cash compared to current liabilities is expected to reduce early in the forecast period due to major capital works investment but is expected to return to more favourable levels by 2024/25.
<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%	<b>0.00%</b>	0.00%	0.00%	0.00%	0.00%			Council achieved a debt free status as at 30 June 2015 and has no plans to borrow funds in the immediate future.



Dimension/ indicator/ measure	Results					Forecast					Material Variations and Comments
	2018	2019	2020	2021	2022	2023	2024	2025	2025		
	<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%	0.00%	0.00%	0.00%	0.00%	
<b>Indebtedness</b> Non-current liabilities compared to own source revenue (Non-current liabilities/Own source revenue) x100	2.28%	2.04%	7.25%	7.43%	4.87%	4.19%	3.59%	3.09%	3.09%	The 2020/21 ratio compared to the prior year is slightly higher by 0.18% due to lower income levels. Own source revenue is lower by \$18.52 million than 2019/20 levels due to a significant impact on revenue from the extended lockdown periods imposed by the Government to control the COVID-19 pandemic and the 10% rate waiver provided to all ratepayers. Council has forecast a steady reduction in non-current liabilities whilst maintaining own source revenue levels going forward.	
<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	178.19%	138.59%	185.89%	143.57%	138.50%	138.75%	138.75%	This ratio has reduced by 39.6%, however Council is still meeting its renewal targets and as indicated, the asset renewal and upgrade compared to depreciation sits at 138.59% for 2020/21. Large variations are expected due to significant asset investment over the forecast period whilst maintaining the required investment in renewal and upgrade of existing assets.	

Dimension/ indicator/ measure	Results					Forecast					Material Variations and Comments
	2018	2019	2020	2021	2022	2023	2024	2025	2025		
	<b>Operating position</b> <b>Adjusted underlying result</b> Adjusted underlying surplus (or deficit) (Adjusted underlying surplus {deficit}/ Adjusted underlying revenue) x100	8.15%	7.45%	4.68%	-0.73%	-1.10%	1.62%	4.72%	3.69%	3.69%	
<b>Stability</b> <b>Rates concentration</b> Rates compared to adjusted underlying revenue (Rate revenue/ Adjusted underlying revenue) x100	63.07%	62.73%	65.50%	65.18%	69.36%	67.02%	65.38%	65.82%	65.82%	This stability ratio in 2020/21 compared to 2019/20 year is a variance of -0.49%. This is predominantly related to Council providing a 10% rate waiver to all ratepayers in 2020/21 due to the pandemic impacts and periods of lockdown. This ratio will improve as 10% rate revenue will be reinstated in the 2021/22 year and expecting to return to an increased level of service during the COVID-19 recovery phase.	
<b>Rates effort</b> Rates compared to property values (Rate revenue/ Capital improved value of rateable properties in the municipality) x100	0.16%	0.15%	0.16%	0.14%	0.16%	0.17%	0.17%	0.18%	0.18%	The ratio has dropped by 0.02% compared to 2019/20. This is mostly due to an increase in capital improved values and a reduction in rate revenue from providing all ratepayers a 10% rate waiver as a result of the impacts of the coronavirus pandemic. Council applied the rate cap of 2% however also provided the 10% waiver on rates. The value of all properties in Monash increased by an average of 10% with the 2020 valuation. The rate waiver is not applied in the future years and the ratio will be restored to a historical level.	



## Definitions

"Adjusted underlying revenue" means total income other than:

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

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

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

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

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

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

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

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

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

"Population" means the resident population estimated by Council.

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

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

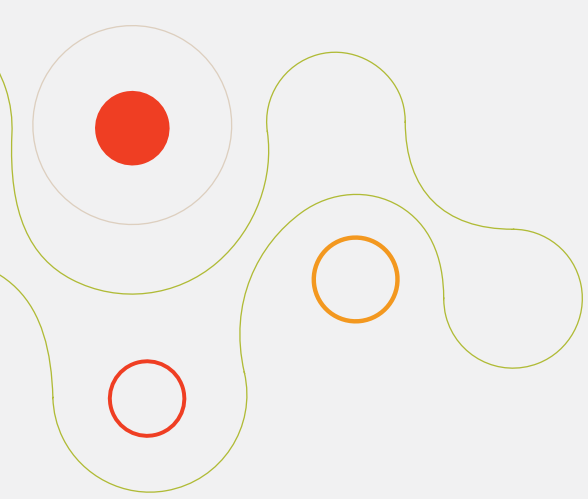
"Residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties.

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

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







# Other Information

For the year ended 30 June 2021

## 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* (as per the transitional provisions of the *Local Government Act 2020*).

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

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures,

the results forecast by the council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its 2021/22 Adopted Budget on 29 June 2021 and which forms part of the council plan. The Adopted Budget 2021/22 includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Adopted Budget 2021/22 can be accessed online through the Monash City Council website.

## Certification of the performance statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014* (as per the transitional provisions of the *Local Government Act 2020*).

**DANIEL WAIN (CPA)**  
Principal Accounting Officer  
Dated: 31 August 2021

In our opinion, the accompanying performance statement of the (council name) for the year ended 30 June 2021 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* (as per the transitional provisions of the *Local Government Act 2020*).

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

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

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

**GEOFF LAKE**  
Councillor  
Dated: 31 August 2021

**TINA SAMARDZIJA**  
Councillor  
Dated: 31 August 2021

**DR. ANDI DIAMOND**  
Chief Executive Officer  
Dated: 31 August 2021



# Independent Auditor's Report

## To the Councillors of the Monash City Council

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

- description of the municipality for the year ended 30 June 2021
- sustainable capacity indicators for the year ended 30 June 2021
- service performance indicators for the year ended 30 June 2021
- financial performance indicators for the year ended 30 June 2021
- other information and
- the certification of the performance statement.

In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the Local Government Act 1989.

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

My independence is established by the *Constitution Act 1975*. 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 *Code of Ethics for Professional Accountants* (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.

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

**Councillors' responsibilities for the performance statement** The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989* 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.

**Auditor's responsibilities for the audit of the performance statement** As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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

- identify and assess the risks of material misstatement of 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  
14 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria





# SectionSix

## Financials

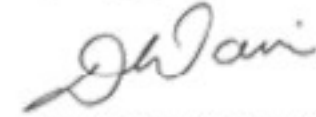


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## Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 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: 31 August 2021

In our opinion the accompanying financial report presents fairly the financial transactions of Monash City Council for the year ended 30 June 2021 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.



Geoff Lake  
Councillor



Tina Samardzija  
Councillor



Dr Andi Diamond  
Chief Executive Officer

Dated: 31 August 2021



## Independent Auditor's Report

### To the Councillors of the Monash City Council

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

- balance sheet as at 30 June 2021
- comprehensive income statement for the year then ended
- statement of changes in equity for the year then ended
- statement of cash flows for the year then ended
- statement of capital works for the year then ended
- notes to the financial statements, including significant accounting policies
- certification of the financial statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 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.



Sanchu Chummar

as delegate for the Auditor-General of Victoria

MELBOURNE  
14 September 2021



## Comprehensive Income Statement

For the Year Ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
<b>Revenue</b>			
Rates & Charges	3.1	118,351	125,992
Statutory Fees & Fines	3.2	7,932	11,813
User Fees	3.3	15,037	19,162
Grants - Operating	3.4	24,644	19,939
Grants - Capital	3.4	8,716	2,844
Contributions - monetary	3.5	14,399	11,241
Contributions - non-monetary	3.5	2,502	295
Net (loss)/gain on disposal of Property, Infrastructure, Plant & Equipment	3.6	555	457
Share of net profit/(loss) of joint operation accounted for by the equity method	6.3	(1,791)	(188)
Other Income	3.7	1,219	2,499
<b>Total Revenue</b>		<b>191,564</b>	<b>194,054</b>
<b>Expenses</b>			
Employee Costs	4.1	83,263	80,412
Materials & Services	4.2	66,452	69,925
Depreciation	4.3	29,257	29,519
Amortisation-Intangible Assets	4.4	1,420	1,101
Amortisation- Right Of Use Assets	4.5	1,648	1,069
Finance Costs-Leases	4.6	191	92
Other Expenses	4.7	663	657
<b>Total Expenses</b>		<b>182,894</b>	<b>182,775</b>
<b>Surplus for the year</b>		<b>8,670</b>	<b>11,279</b>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to surplus or deficit in future periods</b>			
Net Asset revaluation increment	9.1 (a)	118,818	1,059
<b>Total Comprehensive result</b>		<b>127,488</b>	<b>12,338</b>

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

## Balance Sheet

As at 30 June 2021

	Note	2021 \$'000	2020 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	5.1	42,221	44,783
Trade & Other Receivables	5.1	16,604	14,365
Other Financial Assets	5.1	47,077	45,077
Non Current Assets Classified as held for sale	6.1	2,905	2,905
Other Assets	5.2	904	1,384
<b>Total Current Assets</b>		<b>109,711</b>	<b>108,514</b>
<b>Non-Current Assets</b>			
Property, Infrastructure, Plant & Equipment	6.2	3,348,991	3,220,439
Right Of Use Assets	5.7	7,186	8,151
Intangible Assets	5.2	6,896	4,907
Other Non Current Assets		741	51
Investments in joint arrangement accounted for using the equity method	6.3	115	478
<b>Total Non-Current Assets</b>		<b>3,363,929</b>	<b>3,234,026</b>
<b>TOTAL ASSETS</b>		<b>3,473,640</b>	<b>3,342,540</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	5.3	17,768	22,478
Trust Funds & Deposits	5.3	13,418	13,598
Unearned Income/Income in Advance	5.3	8,520	3,210
Provisions	5.4	20,636	16,431
Lease Liabilities	5.7	1,554	1,488
<b>Total Current Liabilities</b>		<b>61,896</b>	<b>57,205</b>
<b>Non-Current Liabilities</b>			
Provisions	5.4	1,449	2,974
Liabilities in joint arrangement accounted for using the equity method	6.3	3,324	1,896
Lease Liabilities	5.7	5,730	6,710
<b>Total Non-Current Liabilities</b>		<b>10,503</b>	<b>11,580</b>
<b>TOTAL LIABILITIES</b>		<b>72,399</b>	<b>68,785</b>
<b>NET ASSETS</b>		<b>3,401,241</b>	<b>3,273,755</b>
<b>EQUITY</b>			
Accumulated Surplus		1,018,387	1,014,469
Reserves	9.1	2,382,854	2,259,285
<b>TOTAL EQUITY</b>		<b>3,401,241</b>	<b>3,273,754</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 2021

Note	Total 2021 \$'000	Accumulated Surplus 2021 \$'000	Asset Revaluation Reserve 2021 \$'000	Other Reserves 2021 \$'000	Total 2020 \$'000	Accumulated Surplus 2020 \$'000	Asset Revaluation Reserve 2020 \$'000	Other Reserves 2020 \$'000
Balance at beginning of the Financial Year	3,273,754	1,014,469	2,232,282	27,003	3,261,415	1,002,133	2,231,223	28,059
Surplus for the year	8,670	8,670	-	-	11,279	11,279	-	-
Net Asset revaluation increment / (decrement)	1,18,818	-	1,18,818	-	1,059	-	1,059	-
Transfers from Reserves	-	9,004	-	(9,004)	-	11,698	-	(11,698)
Transfers to Reserves	-	(13,755)	-	13,755	-	(10,642)	-	10,642
<b>Balance at End of the Financial Year</b>	<b>3,401,241</b>	<b>1,018,387</b>	<b>2,351,100</b>	<b>31,754</b>	<b>3,273,754</b>	<b>1,014,469</b>	<b>2,232,282</b>	<b>27,003</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 2021

Note	2021 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000
<b>Cash Flows from Operating Activities</b>		
Rates & Charges	117,893	122,848
Statutory Fees & Fines	7,932	11,813
User Fees	14,687	18,537
Grants - Operating	22,200	22,300
Grants - Capital	14,550	2,856
Contributions-monetary	14,399	11,241
Interest Received	557	1,517
Trusts and Refundable Deposits Taken	728	2,550
Other Receipts	833	1,128
Net GST Refund	9,605	9,648
Employee Costs	(85,836)	(82,787)
Materials, Services and Contracts Paid	(76,594)	(79,215)
Trusts and Refundable Deposits Repaid	(844)	(1,459)
Other Payments	(663)	(657)
<b>Net cash provided by operating activities</b>	<b>39,447</b>	<b>40,320</b>
<b>Cash Flows from Investing Activities</b>		
(Payments for) / Proceeds from Investment(Net)	(2,000)	23,000
Payments for Acquisition of Property, Infrastructure, Plant and Equipment	(39,004)	(55,257)
Proceeds from Sale of Property, Infrastructure, Plant and Equipment	784	1,863
<b>Net cash used by investing activities</b>	<b>(40,221)</b>	<b>(30,394)</b>
<b>Cash Flows from financing Activities</b>		
Interest paid-lease liability	(191)	(92)
Repayment of lease liabilities	(1,597)	(1,022)
<b>Net cash used by financing activities</b>	<b>(1,788)</b>	<b>(1,114)</b>
<b>Net (decrease) increase in cash and cash equivalents</b>	<b>(2,561)</b>	<b>8,811</b>
Cash and cash equivalents at the beginning of the financial year	44,782	35,971
<b>Cash and Cash equivalents at the end of the financial year</b>	<b>42,221</b>	<b>44,782</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 2021

	2021	2020
	\$'000	\$'000
<b>Property</b>		
Land Improvements	143	13
Buildings & Building Improvements	14,206	30,317
<b>Total property</b>	<b>14,349</b>	<b>30,330</b>
<b>Plant and equipment</b>		
Plant, machinery and equipment	3,656	2,002
Fixtures, fittings and furniture	193	644
Computers and telecommunications	5,348	5,797
Library books	553	1,271
<b>Total plant and equipment</b>	<b>9,750</b>	<b>9,714</b>
<b>Infrastructure</b>		
Roads	5,559	5,693
Bridges	130	116
Footpaths and cycleways	4,638	5,361
Drainage	1,061	1,955
Recreational, leisure and community facilities	4,478	4,116
Waste management	292	212
Parks, open space and streetscapes	2,266	3,178
Off street car parks	369	1
Other infrastructure	125	265
<b>Total infrastructure</b>	<b>18,918</b>	<b>20,897</b>
<b>Total capital works expenditure</b>	<b>43,017</b>	<b>60,941</b>
Less transferred to operating as unable to capitalise from work in progress	(2,882)	(1,404)
<b>Adjusted Balance of Capital Works Expenditure</b>	<b>40,135</b>	<b>59,537</b>
<b>Represented by:</b>		
New asset expenditure	158	3,093
Asset renewal expenditure	35,243	39,268
Asset expansion expenditure	2,311	5,247
Asset upgrade expenditure	5,305	13,333
<b>Total capital works expenditure</b>	<b>43,017</b>	<b>60,941</b>
Less transferred to operating as unable to capitalise from work in progress	(2,882)	(1,404)
<b>Adjusted Balance of Capital Works Expenditure</b>	<b>40,135</b>	<b>59,537</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 2021

## OVERVIEW

### INTRODUCTION

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

### STATEMENT OF COMPLIANCE

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

### SIGNIFICANT ACCOUNTING POLICIES

#### (a) Basis of Accounting

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

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

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

- » The fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- » The determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- » The determination of employee provisions (refer to Note 5.4)
- » The determination of landfill provisions (refer to Note 6.3)
- » The determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)

- » The determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.7)

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

#### (b) Impact of COVID-19

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020/21 year, Council has noted the following significant impacts on its financial operations:

#### » Additional revenue Grants

- » Working for Victoria grant to support employment of the workforce left unemployed due to the pandemic (\$3.0 million)
- » Assist traders with establishing outdoor dining precincts (\$1.0 million)
- » Delivery of additional meals program to aged care residents (\$0.1 million)
- » Capital grants to fund shovel ready projects such as Local Roads & Community Infrastructure grants phase 1 (\$0.8 million)
- » Cultural and Linguistic Diverse (CALD) business support (\$0.2 million)
- » Community engagement COVID-19 vaccination program (\$0.02 million)
- » Revenue reductions-through the extended lockdown periods in Victoria Council services were impacted particularly in the Aquatics and Recreational centres, Libraries, Monash Halls, Monash Gallery and Parking infringements.
- » Revenue foregone-rate revenue of \$12.7 million (10 per cent of rates) was foregone in 20/21 to assist the community experiencing COVID-19 hardship. In addition a number of services were forced to temporarily close down due to the lockdown restrictions and had their fees waived. These were related to sports and recreation services, and hall hire.
- » Additional costs-linked to additional operating grant funding due to COVID-19 was \$3.9 million.



# Notes to the Financial Report

## For the Year Ended 30 June 2021

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

The budget figures detailed below are those adopted by Council on 25 August 2020. 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 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
<b>Income</b>					
Rates and charges	117,545	118,351	806	0.7%	
Statutory fees and fines	9,925	7,932	(1,993)	-20.1%	1
User fees	21,835	15,037	(6,798)	-31.1%	2
Contributions - monetary	10,720	14,399	3,679	34.3%	3
Contributions - non monetary	-	2,502	2,502	-100.0%	4
Grants - Operating (recurrent)	15,293	19,923	4,630	30.3%	5
Grants - Operating (non-recurrent)	3,159	4,721	1,562	49.4%	6
Grants - Capital (recurrent)	1,497	1,231	(266)	-17.8%	
Grants - Capital (non-recurrent)	5,758	7,485	1,727	30.0%	7
Other Revenue	2,184	1,219	(965)	-44.2%	8
Profit from Sale of Assets	-	555	555	0.0%	
Share of net loss of joint operation	-	(1,791)	(1,791)	0.0%	
<b>Total income</b>	<b>187,916</b>	<b>191,564</b>	<b>3,648</b>		
<b>Expenses</b>					
Employee costs	83,946	83,263	683	0.8%	
Materials, Services & Contracts	70,732	66,452	4,280	6.1%	9
Depreciation	29,863	29,257	606	2.0%	
Amortisation-intangible assets	1,539	1,420	119	0.0%	
Amortisation- right of use assets	1,555	1,648	(93)	0.0%	
Finance Costs-leases	171	191	(20)	0.0%	
Other Expenses	803	663	140	17.4%	
<b>Total expenses</b>	<b>188,609</b>	<b>182,894</b>	<b>5,715</b>		
<b>Surplus/deficit for the year</b>	<b>(693)</b>	<b>8,670</b>	<b>9,363</b>		

# Notes to the Financial Report

## For the Year Ended 30 June 2021

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

Variance Ref	Item	Explanation
1	Statutory fees and fines	Income from statutory fees and fines for 2020/21 was less than budget by \$1.99 million, mainly due to lower parking infringements income for the year. This was directly impacted by COVID-19 restrictions on business and activity centers during lockdowns and Council's measured approach to enforcement across the municipality given restriction conditions and safety. Whilst permits and planning fees income were favorable to budget this was more than offset by the reduction in parking infringement income issued for the year.
2	User Fees	User fees income was unfavorable to budget by \$6.8 million. Included in this category is Council's Recreational Centers, Monash Halls and other Council facilities which all experienced substantial downturn in attendance due to COVID-19 restrictions and lockdowns preventing people from attending these locations during the year. Also, the Oakleigh Recreation Centre underwent significant refurbishment and reconstruction which required closure for part of the year. The return to normal services for all Centers and Halls, whilst short lived between lockdowns in 2021, was not as high as initially anticipated which has contributed to a lower than budget result. There is some offset in operational expenditure which provided savings for reduced service provision due to closure and restriction.
3	Contributions-monetary	Contributions-monetary income was \$3.7 million favorable to budget. Public Open Space (POS) developer contributions for various project development in major precincts continued which was greater than expectation.
4	Grants-Operating (recurrent)	Unbudgeted-non monetary contributions (\$2.5 million) received are developer contribution that are non-cash related and include land and infrastructure.
5	Grants-Operating (non-recurrent)	Recurrent operating grants were favourable to budget by \$3.3 million. The major component of this favourable variance includes 50% advance funding from the Commonwealth Financial Assistance grants 2021/22. Other favourable components included home care funding, maternal and child health and child care benefit payments.
6	Grants- Capital (recurrent)	Non-recurrent operating grants were favorable to budget by \$1.6 million. Additional non-recurrent funding included COVID-19 related support for business, cultural and linguistic diverse (CALD) initiatives and CASI funding programs.
7	Grants- Capital (non-recurrent)	Non-recurrent capital grants were favorable to budget by \$1.73 million. Funding was received for the completion of the Smart City transition program, Scotchman Creek Trail, Madison Court play space upgrade, Glen Waverley sports Hub Project and commencement of the Brentwood Reserve and Mulgrave Reserve pavilion construction projects.
8	Other Revenue	Other revenue is unfavorable to budget by \$0.97 million, which includes interest on investment income. Given sustained low levels of investment interest rates which remained in place for the entire year, the return on investment was lower than expected which is the major component of this variance.
9	Materials, Services & Contracts	Materials, services and contracts expenditure was favorable to budget by \$7.16 million. Reduced operations in several areas due to restrictions required less external contractor payments and lower materials and supplies; these program services included the waste transfer station operations, components of building inspecting - pool requirements, recreation centers, Monash halls and council facilities. Utility expenditure in recreation centers was also lower with reduced operations. There were several periods of time during 2020/21 these services were restricted or closed to the public.



Notes to the Financial Report  
For the Year Ended 30 June 2021

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

**1.2 CAPITAL WORKS**

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
<b>Property</b>					
Land Improvements	36	143	(107)	100.0%	1
Buildings & Building improvements	18,715	14,206	4,509	24.1%	2
<b>Total Property</b>	<b>18,751</b>	<b>14,349</b>	<b>4,402</b>		
<b>Plant and Equipment</b>					
Plant, machinery and equipment	3,747	3,656	91	2.4%	
Fixtures, fittings and furniture	205	193	12	5.9%	
Computers and telecommunications	5,040	5,348	(308)	-6.1%	
Library books	558	553	5	0.9%	
<b>Total Plant and Equipment</b>	<b>9,550</b>	<b>9,750</b>	<b>(200)</b>		
<b>Infrastructure</b>					
Roads	4,395	5,559	(1,164)	-26.5%	3
Bridges	45	130	(85)	-188.9%	4
Footpaths and cycleways	4,153	4,638	(485)	-11.7%	5
Drainage	1,507	1,061	446	29.6%	6
Recreational, leisure and community facilities	5,058	4,478	580	11.5%	7
Waste management	262	292	(30)	-11.5%	8
Parks, open space and streetscapes	2,501	2,266	235	9.4%	
Off street car parks	50	369	(319)	-638.0%	9
Other Infrastructure	-	125	(125)	100.0%	10
<b>Total Infrastructure</b>	<b>17,971</b>	<b>18,918</b>	<b>(947)</b>		
<b>Total Capital Works Expenditure</b>	<b>46,272</b>	<b>43,017</b>	<b>3,255</b>	7.0%	
Less transferred to operating as unable to capitalise from work in progress	-	(2,882)	2,882		
<b>Adjusted Balance of Capital Works Expenditure</b>	<b>46,272</b>	<b>40,135</b>	<b>6,137</b>	13.3%	
<b>Represented by:</b>					
New asset expenditure	170	158	12	7.1%	
Asset renewal expenditure	37,910	35,243	2,667	7.0%	
Asset expansion expenditure	2,486	2,311	175	7.0%	
Asset upgrade expenditure	5,706	5,305	401	7.0%	
<b>Total Capital Works Expenditure</b>	<b>46,272</b>	<b>43,017</b>	<b>3,255</b>		
Less transferred to operating as unable to capitalise from work in progress	-	(2,882)	2,882		
<b>Adjusted Balance of Capital Works Expenditure</b>	<b>46,272</b>	<b>40,135</b>	<b>6,137</b>		

Notes to the Financial Report  
For the Year Ended 30 June 2021

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

**(i) Explanation of material variations**

Variance Ref	Item	Explanation
1	Land Improvements	The unbudgeted costs relate to site remediation works and environmental testing of land at 333 Waverley Road Mount Waverley for redevelopment of a car park and sale of balance of land, including additional costs incurred for the Oakleigh Heritage Precinct project (\$0.08 million).
2	Buildings & Building improvements	The budget underspends relate to terminating the design of the multi-level car park at Montclair Avenue Glen Waverley due to the significant impact of the Suburban Railway Loop Authority project (\$1.74 million); the Mulgrave Reserve Pavilion is lower than budget by \$1.66 million due to COVID-19 impact on the completion of the investigation and design works; and building services renewal program was underspent by \$0.87 million due to the delay in the pool and hot water boilers which were further investigated and assessed in alignment with the Zero Net Carbon program to determine preferred outcome.
3	Roads	The overall roads capital spend was over budget by \$1.16 million, of which an additional \$0.67 million was expended to complete major renewal in the Kerb & Channel program due to the opportunity to bring forward extra works; and an unbudgeted project at Gardiners Creek Trail shared path Renewal (\$0.89 million) which is fully funded through the Local Roads & Community Infrastructure grant in both phase 1 and 2. The overall overspend is partially offset by lower than budgeted road reconstruction projects due to lower than anticipated contract rates.
4	Bridges	Bridges are overspent by \$0.08 million due to reprioritisation of design works carried out at Duerdin St major culvert and Gardiners Creek footbridge. Additional bridge rehabilitation works at Glen Waverley Golf Course.
5	Footpaths and cycleways	The overall footpath & cycleways spend was over budget by \$0.48 million, of which unbudgeted projects were expended to complete the trail upgrade at the Melbourne Water pipe track (\$0.29 million) and Scotchman's Creek trail (\$0.29 million). The Department of Transport funded the Scotchman Creek trail to realign and upgrade the asphalt shared path. The unbudgeted expenditure is partially offset by an underspend against raised cyclist priority crossings at Gardiner Road Notting Hill (\$0.16 million), these will be carried over to 2021/22.
6	Drainage	Drainage expenditure is under budget by \$0.45 million mostly related to the reprioritisation of drainage project at Simpson Drive Mount Waverley and a favorable budget variance on the drainage works carried out at Kanooka Grove Clayton.
7	Recreational, leisure and community facilities	There are number of unbudgeted play space projects but the two major projects that were added to the capital works program in 2020/21, included the Columbia Park Reserve cricket net (\$0.27 million) and the Glen Waverley Sports Hub project (\$0.20 million). The Glen Waverley Sports Hub will be \$26.7 million project of which the State will fund \$21 million. Other additional costs above budget was related to the Gardiner Reserve modular change rooms project (\$0.18 million) and Madison Court play space upgrade (\$0.15 million). These unbudgeted spends are partially offset by favorable budget variances related to the redevelopment of the Davies Reserve Athletic Track (\$0.88 million) and Waverley Netball Centre outdoor court (\$0.60 million). The unspent budgets will be carried over to 2021/22.
8	Waste Management	Post closure landfill site costs exceeded budget in 2020/21 by 11.6% due to reactive management costs, these costs can fluctuate based on EPA requirements.
9	Off street car parks	The overall Off Street car parks spend was over budget by \$0.32 million, which is mainly due to unbudgeted projects. This included the extension of the Bogong multi-level car park (\$0.12 million) and the Community Park Scheme Pilot Project (\$0.19 million). The Bogong Car Park project works were to undertake investigative and feasibility optional works following the termination of the Montclair car park development project.
10	Other Infrastructure	The budget was exceed due to various minor unbudgeted projects such as retaining walls and solar led speed variable message signs.



Notes to the Financial Report  
For the Year Ended 30 June 2021

**NOTE 2.1 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, risk management, monitoring, reporting and evaluation support. The division manages Council processes regarding Tendering, Contracts and Purchasing. Coordinates the annual planning and budgeting process, Financial Reporting and Property & Valuation services.

**Community Development & 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.

Notes to the Financial Report  
For the Year Ended 30 June 2021

**NOTE 2.1 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>2021</b>					
Chief Executive	599	21,232	(20,633)		
Corporate Services	141,933	46,357	95,576	7,776	3,473,640
Community Development and Services	21,048	39,006	(17,958)	14,345	
City Development	10,598	16,488	(5,890)	862	
Infrastructure and Environment Services	17,386	59,811	(42,425)	10,377	
	<b>191,564</b>	<b>182,894</b>	<b>8,670</b>	<b>33,360</b>	<b>3,473,640</b>
<b>2020</b>					
Chief Executive	695	21,195	(20,500)	-	-
Corporate Services	132,828	39,504	93,324	4,550	3,342,540
Community Development & 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>3,342,540</b>

Notes to the Financial Report  
For the Year Ended 30 June 2021

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

	2021	2020
	\$'000	\$'000
<b>3.1 RATES AND CHARGES</b>		
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 2020/21 was \$ 82.756 billion (2019/20 \$76.695 billion). The 2020/21 rate in the dollar for residential was \$0.00151350 (2019/20 \$0.00158350) and for other properties \$0.00174115 (2019/20 \$0.00179606).		
General Rates	127,587	123,498
Rate Waiver	(12,864)	-
Pension Rebate	(858)	(571)
Cultural & Recreational	258	266
Supplementary rates & rate adjustments	1,455	896
Recycling & Waste Levy	2,186	1,505
Interest on rates and charges	587	398
<b>Total Rates and Charges</b>	<b>118,351</b>	<b>125,992</b>

The date of the latest general revaluation of land for rating purposes within the municipality is 1 January 2020 and the valuation was first applied in the rating year commencing 1 July 2020. 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	3,089	6,262
Court Recoveries	505	1,588
Town Planning Fees	3,343	3,130
Land Information Certificates	156	147
Permits	839	686
<b>Total Statutory Fees and Fines</b>	<b>7,932</b>	<b>11,813</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	2,361	2,516
Recreation Fees	4,163	7,717
Waste Transfer Station	2,427	2,553
Building Services Fees	1,543	1,686
Library Fees and Fines	26	126
Bin Charges	2,028	1,754
Lease Charges	313	493
Hire and Rental Charges	396	564
Other Fees and Charges	1,780	1,753
<b>Total User Fees</b>	<b>15,037</b>	<b>19,162</b>

Notes to the Financial Report  
For the Year Ended 30 June 2021

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

	2021	2020
	\$'000	\$'000
<b>3.3 USER FEES (CONT'D)</b>		
<b>User fees by timing of revenue recognition</b>		
User fees recognised over time	292	174
User fees recognised at a point in time	14,745	18,988
<b>Total User Fees</b>	<b>15,037</b>	<b>19,162</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.		
<b>3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT</b>		
Grants were received in respect of the following:		
<b>Summary of grants</b>		
Commonwealth funded grants	17,972	15,570
State funded grants	15,388	7,213
<b>Total grants received</b>	<b>33,360</b>	<b>22,783</b>
<b>(a) Operating Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Financial Assistance Grants	5,523	5,520
Family and Children	1,658	1,672
General Home Care	7,543	7,572
<b>Recurrent - State Government</b>		
Family and Children	277	224
Maternal & child health	1,787	1,357
Libraries	1,248	1,218
General Home care	880	817
Youth Services	74	60
School crossing supervisors	562	574
Other	371	256
<b>Total recurrent operating grants</b>	<b>19,923</b>	<b>19,270</b>
<b>Non Recurrent - State Government</b>		
Community	367	197
Youth services	232	163
Gallery	23	29
COVID-19 Grant Relief	3,565	264
Other	534	16
<b>Total non-recurrent operating grants</b>	<b>4,721</b>	<b>669</b>
<b>Total operating grants</b>	<b>24,644</b>	<b>19,939</b>



Notes to the Financial Report  
For the Year Ended 30 June 2021

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

	2021	2020
	\$'000	\$'000
<b>3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT</b> (Cont'd)		
<b>(b) Capital Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Roads to recovery	1,210	807
<b>Recurrent - State Government</b>		
Libraries	21	21
<b>Total recurrent capital grants</b>	<b>1,231</b>	<b>828</b>
<b>Non Recurrent - Commonwealth Government</b>		
Recreation	2,038	-
<b>Non Recurrent - State Government</b>		
Buildings & Building improvements	1,741	1,289
Computers and Telecommunications	212	114
Fixtures Fittings & Furniture	-	14
Footpaths & Cycleway	457	248
Parks & Open space and streetscapes	445	171
Recreational & Leisure and community facilities	2,266	92
Roads	282	25
Other infrastructure	44	63
<b>Total non recurrent capital grants</b>	<b>7,485</b>	<b>2,016</b>
<b>Total capital grants</b>	<b>8,716</b>	<b>2,844</b>
<b>Total Grants</b>	<b>33,360</b>	<b>22,783</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	1,879	940
Received during the financial year and remained unspent at balance date	833	1,879
Received in prior years and spent during the financial year	(1,879)	(940)
<b>Balance at year end</b>	<b>833</b>	<b>1,879</b>
<b>Capital</b>		
Balance at start of year	485	1,155
Received during the financial year and remained unspent at balance date	5,241	485
Received in prior years and spent during the financial year	(485)	(1,155)
<b>Balance at year end</b>	<b>5,241</b>	<b>485</b>

Operating grant revenue with sufficiently specific performance obligations are recognised over time, in accordance with AASB 15, as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific operating grant revenue is recognised, in accordance with AASB 1058, on the earlier of receipt or when an unconditional right to receipt has been established.

Notes to the Financial Report  
For the Year Ended 30 June 2021

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

	2021	2020
	\$'000	\$'000
<b>3.5 CONTRIBUTIONS</b>		
Monetary	14,399	11,241
Non-monetary	2,502	295
<b>Total Contributions</b>	<b>16,901</b>	<b>11,536</b>
Contributions of non-monetary assets were received in relation to the following asset classes.		
Land	900	-
Infrastructure	1,300	77
Other	302	218
<b>Total Non-Monetary Contributions</b>	<b>2,502</b>	<b>295</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	174	1,401
Sale Cost	-	(33)
Written Down Value of Assets Disposed	(112)	(1,229)
Write back of Revaluation on Assets Disposed	196	78
Gain on Disposal of Land & Buildings	258	217
<b>Plant &amp; Equipment</b>		
Proceeds from Sale of Assets	637	496
Written Down Value of Assets Disposed	(321)	(255)
Gain on Disposal of Plant and Equipment	316	241
<b>Infrastructure</b>		
Written Down Value of Assets Disposed	(19)	-
Gain on Disposal of Infrastructure and Plant and Equipment	(19)	-
<b>Total</b>		
Proceeds from Sale of Assets	811	1,863
Write back of Revaluation on Assets Disposed	196	78
Written Down Value of Assets Disposed	(452)	(1,484)
<b>Total Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant and Equipment</b>	<b>555</b>	<b>457</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	332	1,517
Other Income	887	982
<b>Total Other Income</b>	<b>1,219</b>	<b>2,499</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 2021

**NOTE 4 THE COST OF DELIVERING SERVICES**

	2021	2020
	\$'000	\$'000
<b>4.1 (a) EMPLOYEE COSTS</b>		
Salaries & Wages	70,441	67,525
Work cover	1,162	1,780
Casual staff	4,652	5,141
Superannuation	6,823	6,236
Fringe Benefits Tax	316	276
Long Service Leave	2,427	1,247
Other Employee Related costs	869	922
	86,690	83,127
Less: Amounts capitalised (non-current assets constructed by Council)	(3,427)	(2,715)
<b>Total Employee Costs</b>	<b>83,263</b>	<b>80,412</b>
<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)	435	447
	<b>435</b>	<b>447</b>
Employer contributions at payable date	-	-
<b>Accumulation funds</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,476	3,378
Employer contributions - other funds	2,695	2,369
	<b>6,171</b>	<b>5,747</b>
Employer contributions at payable date	217	132
Refer to note 9.3 for further information relating to Council's superannuation obligations.		
<b>4.2 MATERIALS AND SERVICES</b>		
Waste Management Services	18,420	18,721
Building Maintenance	6,062	7,173
General Maintenance	11,478	10,939
Local Law Services	4,557	4,958
Fleet Management	654	821
Legal costs	1,228	1,341
General Administration Costs	7,235	9,918
Consultants	1,357	1,564
Utilities	3,765	4,200
Insurance	2,112	1,914
Information Technology	5,376	5,008
Bad and doubtful debts	19	13
Other	4,189	3,356
<b>Total Materials and Services</b>	<b>66,452</b>	<b>69,925</b>

Notes to the Financial Report  
For the Year Ended 30 June 2021

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

	2021	2020
	\$'000	\$'000
<b>4.3 DEPRECIATION</b>		
Buildings	7,060	7,473
Plant and Equipment	6,080	6,125
Infrastructure	16,117	15,921
<b>Total Depreciation</b>	<b>29,257</b>	<b>29,519</b>
<b>4.4 AMORTISATION - INTANGIBLE ASSETS</b>		
Intangible Assets	1,420	1,101
<b>Total Amortisation - Intangible assets</b>	<b>1,420</b>	<b>1,101</b>
<b>4.5 AMORTISATION - RIGHT OF USE ASSETS</b>		
Property	467	468
Gym Equipment	249	221
Waste Contract - Vehicles	736	184
Printers	196	196
<b>Total Amortisation - Right of use assets</b>	<b>1,648</b>	<b>1,069</b>
<b>4.6 FINANCE COSTS - LEASES</b>		
Interest - Lease Liabilities	5.7	191
<b>Total Finance Costs</b>	<b>191</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	156	133
Councillor Allowances	436	453
<b>Total Other Expenses</b>	<b>663</b>	<b>657</b>



Notes to the Financial Report  
For the Year Ended 30 June 2021

**NOTE 5 OUR FINANCIAL POSITION**

	2021	2020
	\$'000	\$'000
<b>5.1 FINANCIAL ASSETS</b>		
<b>(a) Cash and Cash Equivalents</b>		
Cash at bank	3,202	2,764
Cash on hand	19	19
Short term deposits (with a maturity date of 90 Days or less)	39,000	42,000
<b>Total Cash and Cash Equivalents</b>	<b>42,221</b>	<b>44,783</b>
<b>(b) Other Financial Assets</b>		
Term deposits - Current	47,000	45,000
Other	77	77
<b>Total Other Financial Assets</b>	<b>47,077</b>	<b>45,077</b>
<b>Total Financial Assets</b>	<b>89,298</b>	<b>89,860</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)	13,418	13,598
Statutory Reserves (Note 9 (b))	22,550	16,999
<b>Total Restricted funds</b>	<b>35,968</b>	<b>30,597</b>
<b>Total Unrestricted Cash and Cash Equivalents</b>	<b>6,253</b>	<b>14,186</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	8,593	8,002
Parking Infringements	10,966	9,884
Less: Provision for Doubtful Debts	(9,372)	(7,984)
	10,187	9,902
<b>Non-Statutory Receivables</b>		
Sundry debtors	5,102	2,649
Less: Provision for Doubtful Debts	(100)	(85)
New GST Receivable	1,415	1,899
	6,417	4,463
<b>Total Trade and Other Receivables</b>	<b>16,604</b>	<b>14,365</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 2021, increasing by \$0.6 million over 2019/20. 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 2021

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

	2021	2020
	\$'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)	3,527	3,968
Past due by up to 30 days	1,894	137
Past due between 31 and 180 days	1,096	443
<b>Total Trade &amp; Other Receivables</b>	<b>6,517</b>	<b>4,548</b>
<b>Movement in Receivables Provision for Doubtful Debts</b>		
Balance at the beginning of the year	85	79
Provisions adjusted during the year	15	6
<b>Balance at the end of year</b>	<b>100</b>	<b>85</b>
<b>Movement in provisions for doubtful debts</b>		
Balance at the beginning of the year	8,069	7,383
New provisions recognised during the year	1,403	691
Amounts already provided for and written off as uncollectible	-	(5)
<b>Balance at end of year</b>	<b>9,472</b>	<b>8,069</b>

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 (2020/21 Nil).

Notes to the Financial Report  
For the Year Ended 30 June 2021

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

	2021	2020
	\$'000	\$'000
<b>5.2 NON-FINANCIAL ASSETS</b>		
<b>(a) Other Assets</b>		
Accrued Income	237	527
Prepayments	537	743
Other	130	114
<b>Total Other Assets</b>	<b>904</b>	<b>1,384</b>
<b>(b) Intangible Assets</b>		
<b>Software</b>		
<b>Gross carrying amount</b>		
Balance as at 1 July	7,177	5,212
Additions	2,283	1,965
	9,460	7,177
Work in Progress	2,865	1,739
Balance as at 30 June	12,325	8,916
<b>Accumulated amortisation</b>		
Balance as at 1 July	(4,009)	(2,908)
Amortisation expense	(1,420)	(1,101)
Balance as at 30 June	(5,429)	(4,009)
<b>Net book value as at 30 June</b>	<b>6,896</b>	<b>4,907</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.		
<b>5.3 PAYABLES</b>		
<b>(a) Trade and Other Payables</b>		
Operating Payables	9,435	9,322
Capital Payables	5,454	8,436
Employee Costs	1,217	3,051
Parking Infringements	1,662	1,669
<b>Total Trade and Other Payables</b>	<b>17,768</b>	<b>22,478</b>
<b>(b) Trust Funds and Deposits</b>		
Refundable Deposits	12,217	12,374
Retention Amounts	395	665
Fire Services Property Levy	532	462
Other Refundable Deposits	274	97
<b>Total Trust Funds and Deposits</b>	<b>13,418</b>	<b>13,598</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 2021

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

	2021	2020
	\$'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 elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.		
Fire Services Property Levy - Council is the collection agent for fire services property levy on behalf of the State Government. Council remits amounts received on a quarterley basis. Amounts disclosed here will be remitted to the State Government in line with that process.		
<b>(c) Unearned Income/Income in Advance</b>		
Grants received in advance - operating	833	1,879
Grants received in advance - capital	5,242	485
Aquatic Facilities Membership and Learn-to Swim	238	206
Rates Paid in Advance	728	640
Other	1,479	-
<b>Total Unearned Income/Income in Advance</b>	<b>8,520</b>	<b>3,210</b>

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

**5.4 PROVISIONS**

<b>2021</b>			
Balance at beginning of the financial year	(6,848)	(12,557)	(19,405)
Additional provisions	(5,921)	(2,427)	(8,348)
Amounts used	4,867	1,236	6,103
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	(239)	(196)	(435)
<b>Balance at the end of the financial year</b>	<b>(8,141)</b>	<b>(13,944)</b>	<b>(22,085)</b>
<b>2020</b>			
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
Decrease 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>



Notes to the Financial Report  
For the Year Ended 30 June 2021

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

	2021	2020
	\$'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	5,561	5,059
Long service leave	1,874	2,012
	7,435	7,071
<b>Current provisions expected to be wholly settled after 12 months</b>		
Annual leave	2,581	1,790
Long service leave	10,620	7,570
	13,201	9,360
<b>Total Current Provisions</b>	<b>20,636</b>	<b>16,431</b>
<b>Non-Current</b>		
Long service leave	1,449	2,974
<b>Total Non-Current Provisions</b>	<b>1,449</b>	<b>2,974</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%	2.25%
Weighted average discount rates	0.27%	0.29%
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
<b>Total facilities</b>	<b>100</b>	<b>7,600</b>
Used facilities		
Unused facilities	57	16
	43	7,584

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

Notes to the Financial Report  
For the Year Ended 30 June 2021

**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.

**2021**

<b>Operating</b>					
Cleaning Services	1,834	1,889	1,028	-	4,751
Domestic Waste Collection	13,858	11,754	38,682	31,609	95,903
Other Operating Services	7,520	5,004	3,931	-	16,455
Printing & IT Infrastructure	3,555	1,879	2,263	-	7,697
Recycling	7,815	8,257	10,226	-	26,298
Repairs & Maintenance	2,421	1,938	141	-	4,500
Supply Meals/Foodstuffs	520	531	-	-	1,051
Traffic & Parking Management	3,128	-	-	-	3,128
Utilities & Fuel	1,696	1,481	3,944	6,187	13,308
<b>Total Operating</b>	<b>42,347</b>	<b>32,733</b>	<b>60,215</b>	<b>37,796</b>	<b>173,091</b>
<b>Capital</b>					
Buildings	1,683	75	120	-	1,878
Infrastructure	615	-	-	-	615
Roads	150	-	-	-	150
<b>Total Capital</b>	<b>2,448</b>	<b>75</b>	<b>120</b>	<b>-</b>	<b>2,643</b>

**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>

# Notes to the Financial Report

## For the Year Ended 30 June 2021

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

#### 5.7 LEASE

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

The contract involves the use of an identified asset.

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

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

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

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

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

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

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing

rate (2.44%). Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

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

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

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

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

# Notes to the Financial Report

## For the Year Ended 30 June 2020

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

#### 5.7 LEASE (Cont'd)

	Property	Waste Contract - Vehicles	Gym Equipment	Printers	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Right-of-Use Assets</b>					
Balance at 1 July 2020	1,091	6,441	309	309	8,150
Additions	-	-	684	-	684
Amortisation charge	(467)	(736)	(249)	(196)	(1,648)
Balance at 30 June 2021	<b>624</b>	<b>5,705</b>	<b>744</b>	<b>113</b>	<b>7,186</b>
<b>Lease Liabilities</b>	<b>2021</b>	<b>2020</b>			
Maturity analysis - contractual undiscounted cash flows	<b>\$'000</b>	<b>\$'000</b>			
Less than one year	1,554	1,488			
One to five years	4,456	4,593			
More than five years	1,274	2,117			
Total undiscounted lease liabilities as at 30 June:	<b>7,284</b>	<b>8,198</b>			
Lease liabilities included in the Balance Sheet at 30 June:					
Current	1,554	1,488			
Non-current	5,730	6,710			
Total lease liabilities	<b>7,284</b>	<b>8,198</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	2,905
<b>Total Non Current Assets Classified As Held For Sale</b>	<b>2,905</b>	<b>2,905</b>

### 6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

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

### 6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

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

Category	At Fair Value 30 June 2020	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers	At Fair Value 30 June 2021
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	2,296,222	-	900	77,350	-	-	-	2,374,472
Buildings	206,451	35,223	-	(196)	(7,060)	83	-	234,501
Plant and Equipment	27,613	6,221	302	-	(6,080)	(321)	-	27,735
Infrastructure	657,163	16,124	1,300	41,664	(16,117)	(19)	-	700,115
Work in progress	32,990	-	-	-	-	-	(20,822)	12,168
<b>Total</b>	<b>3,220,439</b>	<b>57,568</b>	<b>2,502</b>	<b>118,818</b>	<b>(29,257)</b>	<b>(257)</b>	<b>(20,822)</b>	<b>3,348,991</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	27,645	\$14,349	(249)	(1,991)	(35,223)	4,531
Plant and Equipment	-	5,031	(903)	2,093	(6,221)	-
Infrastructure	5,345	18,918	(1,730)	1,228	(16,124)	7,637
<b>Total</b>	<b>32,990</b>	<b>38,298</b>	<b>(2,882)</b>	<b>1,330</b>	<b>(57,568)</b>	<b>12,168</b>

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

### 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	Buildings - specialised \$'000	Work in progress \$'000	Total property \$'000
Fair value at 1 July 2020	1,741,606	551,964	2,652	2,296,222	381,494	27,645	2,705,361
Accumulated depreciation at 1 July 2020	-	-	-	-	(175,043)	-	(175,043)
<b>Movements in fair value</b>							
Acquisition of assets at fair value	900	-	-	900	-	14,349	15,249
Revaluation increment	65,853	11,497	-	77,350	-	-	77,350
Fair value of assets disposed	-	-	-	-	(2,165)	-	(2,165)
Transfers to Properties for resale	-	-	-	-	-	-	-
Transfers to operating	-	-	-	-	-	(249)	(249)
Reclassification	-	-	-	-	-	(1,991)	(1,991)
Transfer from WIP	-	-	-	-	35,223	(35,223)	-
	<b>66,753</b>	<b>11,497</b>	<b>-</b>	<b>78,250</b>	<b>33,058</b>	<b>(23,114)</b>	<b>88,194</b>
<b>Movements in accumulated depreciation</b>							
Depreciation and amortisation	-	-	-	-	7,060	-	7,060
Revaluation increments	-	-	-	-	-	-	-
Accumulated depreciation of disposals	-	-	-	-	(2,053)	-	(2,053)
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,007</b>	<b>-</b>	<b>5,007</b>
Fair value at 30 June 2021	1,808,359	563,461	2,652	2,374,472	414,552	4,531	2,793,555
Accumulated depreciation at 30 June 2021	-	-	-	-	(180,050)	-	(180,050)
	<b>1,808,359</b>	<b>563,461</b>	<b>2,652</b>	<b>2,374,472</b>	<b>234,502</b>	<b>4,531</b>	<b>2,613,505</b>

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

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

(d) Plant and Equipment	Plant machinery and equipment	Fixtures and fittings and furniture	Computers & telecomms	Artwork	Library books	Work in progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Fair value at 1 July 2020	27,451	10,287	9,355	8,143	6,572	-	61,808
Accumulated depreciation at 1 July 2020	(16,093)	(7,642)	(6,749)	-	(3,711)	-	(34,195)
	<b>11,358</b>	<b>2,645</b>	<b>2,606</b>	<b>8,143</b>	<b>2,861</b>	<b>-</b>	<b>27,613</b>
<b>Movements in fair value</b>							
Acquisition of assets at fair value	-	-	-	-	-	5,031	5,031
Contributions	-	-	-	302	-	-	302
Fair value of assets disposed	(1,432)	(435)	(4,046)	-	(524)	-	(6,437)
Transfers to operating	-	-	-	-	-	(903)	(903)
Reclassification	(20)	(4)	-	-	-	2,093	2,069
Transfer from WIP	4,437	489	753	9	557	(6,221)	24
	<b>2,985</b>	<b>50</b>	<b>(3,293)</b>	<b>311</b>	<b>33</b>	<b>-</b>	<b>86</b>
<b>Movements in accumulated depreciation</b>							
Depreciation and amortisation	2,738	775	1,366	-	1,201	-	6,080
Accumulated depreciation of disposals	(1,158)	(421)	(4,014)	-	(524)	-	(6,117)
	<b>1,580</b>	<b>354</b>	<b>-2,648</b>	<b>-</b>	<b>677</b>	<b>-</b>	<b>(37)</b>
Fair value at 30 June 2021	30,436	10,337	6,062	8,454	6,605	-	61,894
Accumulated depreciation at 30 June 2021	(17,673)	(7,996)	(4,101)	-	(4,388)	-	(34,158)
	<b>12,763</b>	<b>2,341</b>	<b>1,961</b>	<b>8,454</b>	<b>2,217</b>	<b>-</b>	<b>27,736</b>

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

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

(e) Infrastructure	Roads	Bridges	Footpaths	Drainage	Recreational, leisure and community	Traffic management	Parks open spaces and streetscapes	Bicycle paths	Off street car parks	Other infrastructure	Work in progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Fair value at 1 July 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 1 July 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>
<b>Movements in fair value</b>												
Acquisition of assets at fair value	-	-	-	-	-	-	-	-	-	-	18,918	18,918
Contributions	398	-	17	16	202	-	346	288	33	-	-	1,300
Revaluation increments/ (decrements)	17,150	102	(2,818)	(3,891)	-	-	-	-	-	-	-	10,543
Fair value of assets disposed	-	-	-	-	(136)	-	-	-	-	(9)	-	(145)
Transfers to operating	-	-	-	-	-	-	-	-	-	-	(1,730)	(1,730)
Reclassification	-	-	(450)	-	344	-	(26)	450	-	(294)	1,229	1,253
Transfer from WIP	4,037	-	3,938	647	2,234	895	2,307	403	1,493	146	(16,124)	(24)
	<b>21,585</b>	<b>102</b>	<b>687</b>	<b>(3,228)</b>	<b>2,644</b>	<b>895</b>	<b>2,627</b>	<b>1,141</b>	<b>1,526</b>	<b>(157)</b>	<b>2,293</b>	<b>30,115</b>
<b>Movements in accumulated depreciation</b>												
Depreciation and amortisation	4,457	65	2,024	4,283	1,867	563	1,874	300	481	203	-	16,117
Revaluation increments/ (decrements)	12,131	50	7,718	(51,020)	-	-	-	-	-	-	-	(31,121)
Accumulated depreciation of disposals	-	-	-	-	(117)	-	-	-	-	(9)	-	(126)
	<b>16,588</b>	<b>115</b>	<b>9,742</b>	<b>(46,737)</b>	<b>1,750</b>	<b>563</b>	<b>1,874</b>	<b>300</b>	<b>481</b>	<b>194</b>	<b>-</b>	<b>(15,130)</b>
Fair value at 30 June 2021	588,642	5,481	190,080	426,803	35,635	12,879	50,447	0,256	14,517	9,081	7,638	1,351,459
Accumulated depreciation at 30 June 2021	(251,173)	(2,655)	(129,716)	(196,052)	(12,763)	(4,418)	(27,203)	(3,834)	(8,185)	(7,707)	-	(643,706)
	<b>337,469</b>	<b>2,826</b>	<b>60,364</b>	<b>230,751</b>	<b>22,872</b>	<b>8,461</b>	<b>23,244</b>	<b>6,422</b>	<b>6,332</b>	<b>1,374</b>	<b>7,638</b>	<b>707,753</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 - 100 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 -5 Years	1
-Library books	2 -7 Years	1
<b>Infrastructure</b>		
-Roads Pavements & Footpaths	25-150 Years	1,000
-Footpaths	10-80 Years	1,000
-Bridges	50 - 100 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
-Other 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 are 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)

	2021	2020
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.	1,811,011	1,744,258
<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.	234,501	206,451
<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.	700,115	657,163

#### (j) Valuation of Property

In accordance with Council policy, a revaluation of land was undertaken as at 30 April 2021. For land and buildings, fair value is market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Valuation of land was undertaken as at 30 April 2021, by a qualified independent valuer Celeste Orange (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 2021 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Council	\$'000	\$'000	\$'000	
Land	-	563,461	-	30 Apr 21
Specialised Land	-	-	1,808,360	30 Apr 21
Specialised buildings	-	-	234,501	31 Mar 20
<b>Total</b>	-	<b>563,461</b>	<b>2,042,861</b>	

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

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

#### (k) Valuation of Infrastructure

In accordance with Council's policy a revaluation of infrastructure assets for 2020/21 has been undertaken as at the 30 April 2021.

The review has been undertaken by the Strategic Asset Management Coordinator, Lauren Day -Bachelor of Engineering (Civil).

The valuation is at fair value based on replacement cost less accumulated depreciation as at 30 April 2021.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2021 are as follows:

Council	Level 1	Level 2	Level 3	Date of Valuation
	\$'000	\$'000	\$'000	
Roads	-	-	337,468	30 Apr 21
Bridges	-	-	2,827	30 Apr 21
Footpaths	-	-	60,364	30 Apr 21
Drainage	-	-	230,751	30 Apr 21
Recreational, leisure and community	-	-	22,873	30 Jun 21
Traffic management	-	-	8,461	30 Jun 21
Parks open spaces and streetscapes	-	-	23,244	30 Jun 21
Bicycle paths	-	-	6,422	30 Jun 21
Off street car parks	-	-	6,331	30 Jun 21
Other infrastructure	-	-	1,374	30 Jun 21
<b>Total</b>	-	-	<b>700,115</b>	

#### Reconciliation of Specialised Land

	2021	2020
Council	\$'000	\$'000
Land under roads	2,652	2,652
Parks and reserves and other	1,808,359	1,741,606
<b>Total specialised land</b>	<b>1,811,011</b>	<b>1,744,258</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 per cent interest in the landfill site situated at 654 – 718 Clayton Road, South Clayton from the former City of Camberwell at a cost of \$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 per cent of any net operating surplus and pays 16.8 per cent of any net operating deficit of the operations of the Clayton Landfill venture. Council's share of the operating loss for the year ended 30 June 2021 was \$1.79 million, which has been recognised as an expense in the Comprehensive Income Statement.



Notes to the Financial Report  
For the Year Ended 30 June 2021

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

**6.3 INVESTMENTS IN JOINT ARRANGEMENT ACCOUNTED FOR USING THE EQUITY METHOD (Cont'd)**

The value of the investment in the Clayton Landfill has been revalued at year end to reflect Council's share of net assets recorded in the unaudited accounts of the Joint operation at 30 June 2021 and is included in the Balance Sheet as follows:

**REGIONAL LANDFILL CLAYTON SOUTH JOINT OPERATION  
Balance Sheet  
As at 30 June 2021**

	2021	2020
	\$'000	\$'000
Current Assets	718	2,891
Current Liabilities	(2,021)	(3,040)
Net Current Assets	(1,303)	(149)
Non-Current Assets	-	-
Non-Current Liabilities	(17,798)	(8,295)
<b>Net Liability</b>	<b>(19,101)</b>	<b>(8,444)</b>
Contribution-Re Land	1,659	1,659
Retained earnings	(20,760)	(10,103)
<b>Deficit</b>	<b>(19,101)</b>	<b>(8,444)</b>
<b>Share of Monash City Council (16.8%) Movements</b>		
Share in Joint Operation Equity as at 1 July	(1,418)	(1,230)
Share of net (loss)/ profits of joint operation	(1,791)	(188)
<b>Share in Joint Operation Equity as at 30 June 2021</b>	<b>(3,209)</b>	<b>(1,418)</b>
<b>Represented in Council's Balance Sheet - Equity</b>		
Non-Current Assets - Investment in Joint arrangement accounted for using the equity method	115	478
Non-Current Liability - Investment in Joint arrangement accounted for using the equity method	(3,324)	(1,896)
<b>Net Liability</b>	<b>(3,209)</b>	<b>(1,418)</b>

At the reporting date the Joint Venture recognised a provision for rehabilitation works which is measured at the present value of the Joint Venturers' best estimate of the costs associated with remediation of the site. Remediation is expected to be completed by 2050.

The calculation of the provision is based on a review of the Annual and planned equipment replacement aftercare costs of the site. These costs have been inflated at 2 per cent per year. The present value calculation uses the Milliman Group of 100 discount rate forecasts for 30 years.

The provision also takes into account a forecast \$1.996 million of capping and gas infrastructure works that are required to be completed primarily in 2021/22 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.

The provision was initially based on an external assessment performed in 2015. The landfill in its current state, is not yet "settled". A review has been undertaken during the 2020/21 financial year by Mackenzie Environmental Pty Ltd on estimates of future costs to operate the closed landfill site in accordance with the Environment Protection Act 2017 (the Act). The increase in provision relates to the expected post closure maintenance period costs after capping works are completed. The provision is based on the best formation available to management at yearend. This indicates aftercare costs of approximately \$1.034 million annually.

Notes to the Financial Report  
For the Year Ended 30 June 2021

**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:

	2021	2020
	No	No
<b>Key Management Personnel - Councillors</b>		
<b>From 1 July 2020 to 30 June 2021</b>		
Councillor Paul Klisaris	1	1
Councillor Stuart James (Mayor until 23rd Oct 2020 )	1	1
Councillor Shane McCluskey (Deputy Mayor from 24th Oct 2020 )	1	1
Councillor Josh Fergeus	1	1
Councillor Lynnette Saloumi (until 23rd Oct 2020 )	1	1
Councillor MT Pang Tsoi (Deputy Mayor until 23rd Oct 2020 )	1	1
Councillor Robert Davies ( until 23rd Oct 2020 )	1	1
Councillor Brian Little (Mayor from 24th Oct 2020 )	1	1
Councillor Geoff Lake	1	1
Councillor Theo Zographos	1	1
Councillor Rebecca Paterson	1	1
Councillor Anjalee De Silva	1	-
Councillor Nicky Luo	1	-
Councillor Tina Samardzija	1	-

**Key Management Personnel - Officers**

Andi Diamond (Chief Executive Officer)	1	1
Danny Wain (Chief Financial Officer)	1	1
Russell Hopkins (Director Community Services)	1	1
Ossie Martinz (Director Infrastructure & 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>22</b>	<b>19</b>

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

**Total remuneration of key management personnel was as follows:**

Short-term benefits	2,316	2,223
Post-employment benefits	289	198
Long-term benefits	53	53
<b>Total</b>	<b>2,658</b>	<b>2,474</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.

Mayor allowance: \$100,434 per annum

Councillor allowance : \$31,444 per annum

Council also contributes the legislative requirement for 9.5 per cent superannuation.

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

	2021	2020
	No	No
\$1 - \$9,999	3	-
\$20,000 - \$29,999	3	-
\$30,000 - \$39,999	6	9
\$50,000 - \$59,999	1	1
\$80,000 - \$89,999	1	1
	<b>14</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:

	2021	2020
	No	No
\$160,000 - \$169,999	1	1
\$220,000 - \$229,999	1	1
\$230,000 - \$239,999	1	2
\$250,000 - \$259,999	1	-
\$260,000 - \$269,999	1	1
\$270,000 - \$279,999	1	1
\$280,000 - \$289,999	1	1
\$420,000 - \$429,999	1	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	5	8
\$160,000 - \$169,999	13	7
\$170,000 - \$179,999	7	7
\$180,000 - \$189,999	8	7
	<b>33</b>	<b>29</b>

Total Remuneration for the reporting year for Senior Officers includes all bonuses, termination payments and payments of outstanding leave which amounted to: \$5,603 \$4,942

### 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 2021, 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.

#### (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.

Community Organisation	2021 Outstanding Loan Liability	2020 Outstanding Loan Liability	Guarantee Limit	Year Loan Commenced
Waverley Hockey Club	149,441	160,000	300,000	2011/12
	<b>149,441</b>	<b>160,000</b>	<b>300,000</b>	

### 8.2 CHANGE IN ACCOUNTING STANDARDS

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.



# Notes to the Financial Report For the Year Ended 30 June 2021

## NOTE 8 MANAGING UNCERTAINTIES (Cont'd)

### 8.3 FINANCIAL INSTRUMENTS

#### (a) Objectives and Policies

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

#### (b) Market Risk

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

#### Interest rate risk

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

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

#### (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.

# Notes to the Financial Report For the Year Ended 30 June 2021

## 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 per cent and -1 per cent in market interest rates (AUD) from year-end rates of 0.100 per cent.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

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

## NOTE 8 MANAGING UNCERTAINTIES (Cont'd)

### 8.4 FAIR VALUE MEASUREMENT

#### Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy. Council's financial assets and liabilities are measured at amortised cost.

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

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

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

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

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

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

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

#### Impairment of Assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive operating statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

Assessment of the impairment of assets has been undertaken as part of Monash internal work plan and there have been no impairment write-downs in 2020/21.

### 8.5 EVENTS OCCURRING AFTER BALANCE DATE

No matters have occurred after balance date that require disclosure in the financial report.

# Notes to the Financial Report For the Year Ended 30 June 2021

## 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>2021</b>				
<b>Property</b>				
Land	1,939,920	77,350	-	2,017,270
Buildings	77,454	-	(196)	77,258
<b>Infrastructure</b>				
Roads and Footpaths	118,755	(5,517)	-	113,238
Drainage	83,659	47,128	-	130,787
Other Infrastructure	9,476	53	-	9,529
<b>Other</b>				
Plant & Equipment	11	-	-	11
Library Books	250	-	-	250
Art Collection	2,757	-	-	2,757
<b>Total Asset Revaluation Reserves</b>	<b>2,232,282</b>	<b>119,014</b>	<b>(196)</b>	<b>2,351,100</b>
<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>

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 2021

**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>2021</b>				
Drainage Reserve	7,558	1,018	(308)	8,267
Parking Reserve	3,216	1,634	(120)	4,731
Public Open Space Reserve	6,225	11,104	(7,776)	9,552
<b>Total Statutory Reserves</b>	<b>16,999</b>	<b>13,755</b>	<b>(8,204)</b>	<b>22,550</b>
<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>

**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 2021

**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>2021</b>				
Development Reserve	4,504	-	(800)	3,704
Superannuation Reserve	5,500	-	-	5,500
Unspent Grant Reserve	-	-	-	-
<b>Total Discretionary Reserves</b>	<b>10,004</b>	<b>-</b>	<b>(800)</b>	<b>9,204</b>
<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>

**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>	8,670	11,279
Depreciation	29,257	29,519
Amortisation-Intangible Assets	1,420	1,101
Amortisation- Right Of Use Assets	1,648	1,069
Net Gain/(Loss) on disposal of Property, Infrastructure, Plant and Equipment	(555)	(457)
Developer contributions of Infrastructure	-	(77)
Art Donation	(302)	(218)
Land Donation	(900)	-
Infrastructure Donation	(1,300)	-
Capitalised Salaries ( Note 4.1 )	(3,427)	(2,715)
Share of loss from Clayton Joint Venture	1,791	188
Finance Cost	191	92
<b>Change in operating assets and liabilities</b>		
(Increase)/Decrease in Receivables	(2,582)	(3,818)
(Increase)/Decrease in Prepayments	206	(477)
(Increase)/Decrease in Current Refundable Deposits	(180)	1,091
Increase/(Decrease) in other liabilities	5,222	2,337
Increase/(Decrease) in Payables	(2,392)	244
Increase/(Decrease) in Current Provisions	4,206	(565)
(Decrease)/Increase in Non-Current Provisions	(1,526)	1,727
<b>Net cash provided by operating activities</b>	<b>39,447</b>	<b>40,320</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 2021, this was 9.5 per cent 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 Monash City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

**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.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6 per cent. The financial assumptions used to calculate the VBI were:

Net investment returns 5.6 per cent pa

Salary information 2.5 per cent pa for two years and 2.75 per cent pa thereafter

Price inflation (CPI) 2.0 per cent pa.

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the estimated VBI at 30 June 2021 was 109.7 per cent.

The VBI is used as the primary funding indicator. Because the VBI was above 100 per cent, the 30 June 2020 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 2020 triennial 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 2021, this rate was 9.5 per cent of members' salaries (9.5 per cent in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

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



## NOTE 9 OTHER MATTERS (Cont'd)

### 9.3 SUPERANNUATION (Cont'd)

#### Funding calls

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

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

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

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

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

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

## NOTE 9 OTHER MATTERS (Cont'd)

### 9.3 SUPERANNUATION (Cont'd)

#### The 2020 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

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

	2020	2019
	\$m	\$m
- A VBI Surplus	100.0	151.3
- A total service liability surplus	200.0	233.4
- A discounted accrued benefits surplus	217.8	256.7

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the 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 2020.

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 2020.

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 2020.

Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

## NOTE 10 CHANGE IN ACCOUNTING POLICY

There have been no changes in accounting policies from the previous period.



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

