



CITY OF
MONASH

ANNUAL Report
2017/18

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Cover image: *Omphalotus nidiformis* or ghost fungus is a gilled mushroom known for its bioluminescence. This extraordinary image was found locally by photographer (and Monash Council officer) Barb Wallace [f Barb-Wallace-Photography](#)

Monash Council’s Bushland Crew has undertaken significant work regenerating bushland areas, to ensure species like this and the Wax-lip Orchid (*Glossodia Major*) on page 57 flourish.

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



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SECTION ONE

HIGHLIGHTS

WELCOME


Welcome to Monash Council's 2017/18 Annual Report, which provides a comprehensive account of our operations for this financial year including our major projects, challenges and what we hope to achieve in the year ahead.

This report also documents how we met the objectives set out in our Council Plan 2017-2021, as well as important information on our finances, governance, and our organisation.

All Victorian councils are required to prepare an Annual Report in accordance with the Local Government Act 1989, and submit it to the Minister for Local Government prior to 30 September 2018.

At Monash, we see our Annual Report as not only meeting a legislative obligation, but also as a key strategic document where we can report back to our community and stakeholders on our performance over the past 12 months.

Your feedback is important and if there's anything you would like to see in this report please let us know by:

 mail@monash.vic.gov.au or

 9518 3555.

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

01. HIGHLIGHTS

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

02. GOVERNANCE

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

03. OUR COUNCIL

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

04. OUR KEY STRATEGIC OBJECTIVES

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

05. OFFICIAL STATEMENTS

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

06. FINANCIALS

Detailed account of our financial statement for the year.

INDIGENOUS ACKNOWLEDGEMENT

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

OUR PROFILE

OUR CITY

Monash is a culturally diverse community in Melbourne's south-east suburbs and is home to 196,789 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

- » 196,789 residents
- » 72,485 dwellings
- » Half our residents were born overseas
- » 37% of residents work in manufacturing, education and health
- » 20,468 businesses operate in Monash
- » 23% of our residents live and work in Monash
- » \$10.2 billion of goods and services are exported out of Monash annually
- » We are the largest employment destination in Victoria outside the CBD
- » We have a low unemployment rate (3.75% in September 2016)
- » 36% of households are couples with children
- » 19% of our residents do voluntary work
- » 8,836 people or 4.8% need help due to a disability
- » 20-24 year olds are the largest age group living in Monash.



Our Vision



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

Our Mission



Making a difference through commitment, expertise and leadership.

Our Values



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

ACCOUNTABILITY

We are responsible for our actions and behaviours every day.

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

RESPECT

We value diversity and appreciate others.

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

TEAMWORK

We work collaboratively to achieve shared goals.

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

Interesting Statistics for 2017/18

1,006,093

people visited our libraries



178

playgrounds and

82

sportsgrounds maintained

\$2.5 million

was provided through Council's Annual Grants Program

1,285 km

of underground pipes and

45,100

storm water pits maintained

56,370

people attended festivals and events staged by Council

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



651 full time equivalent staff employed by Council

\$41.7 million

was spent on capital works projects



1,550 km

of on-road pathways
and 51 kilometres of
off-road pathways
maintained



60,029

rounds of golf
were played at
our two courses in
Glen Waverley and
Oakleigh

1,622,658

people attended
our leisure & aquatic
facilities



102,302

trees, shrubs and
ground covers
were planted



1,130

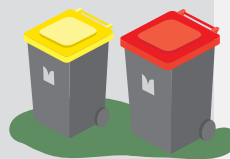
incidences of
graffiti removed
from Council
property

38,000

square metres
of footpath were
replaced

66,878

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



217,432

calls
answered
in the
contact
centre



1,631

planning
applications
were
received



4,066

residents accessed
a Home and
Community Care
service



PERFORMANCE HIGHLIGHTS FOR 2017/18

Council sets seven Major Initiatives in its Council Plan in 2017-2021 to be achieved in 2017/18. Of the seven initiatives, five were achieved and two are progressing. There were a total of 63 actions listed in Council's Annual Plan in 2017/18. Of these, 56 were achieved, six are progressing and will be carried through to 2018/19 and one was abandoned.



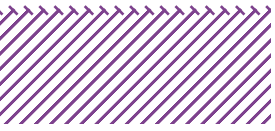
Below is a list of our seven Major Initiatives and the result of each.

MAJOR INITIATIVE	STRATEGIC OBJECTIVE	RESULT
Refurbishment of Mount Waverley Community Centre and Mount Waverley Youth Centre	Inviting Open and Urban Spaces	Progressing. Mount Waverley Youth Centre refurbishment has been completed. This included ceiling updating, new floor coverings, painting of walls etc. Works at the Mount Waverley Community Centre are at fit out stage. Delays were experienced due to the age of the building and past use of asbestos. It is expected the refurbishment works will be completed in late August 2018.
Complete the construction of Scammell Reserve Pavilion	Inviting Open and Urban Spaces	Achieved. The \$2.9 million Scammell Reserve Pavilion was completed in April 2018. It includes female friendly change rooms, a unisex toilet, new change rooms for umpires, a community meeting space, undercover spectator area and improved storage facilities.
Complete the construction of Central Reserve Pavilion	Inviting Open and Urban Spaces	Achieved. Construction of the \$1.6 million Central Reserve Pavilion in Glen Waverley was completed in late 2017 with access available for the start of the 2018 season.
Commence redevelopment of the Oakleigh Recreation Centre and Waverley Gymnastics Centre	Inviting Open and Urban Spaces	Achieved. The concept design was approved in April 2018. The design development and cost plan are expected to be approved in September 2018. The project is expected to go to tender in late 2018 with constructed to start in 2019.
Commence the reconstruction of Atherton Rd, Oakleigh (Warrigal Rd to Clyde St)	Inviting Open and Urban Spaces	Progressing. The Atherton Road works had to be retendered after an unsatisfactory response to the initial tender. The pavers have been delivered to Council's storage. Works are scheduled to commence later in 2018.
Implement the Asset Management Strategy and review Asset Management Plans: Buildings, Roads, and Footpaths	Inviting Open and Urban Spaces	Achieved. The Asset Management Strategy is in its third year of implementation. During the year we reviewed the Asset Management Policy (AMP) which was adopted by Council on 27 March 2018; revised the Structures AMP; developed a new AMP for Plant and Equipment; reviewed the Road Management Plan and completed community consultation on the plan for Council endorsement in 2018/19; completed reviews on the Buildings, Roads and Footpaths AMPs; continued improvements to Council's asset management information system; and completed condition assessments on buildings, pool shells, sportsground lighting and playgrounds in parks.
Minimum 90% of agreed Capital Works Program delivered annually	Responsive and Efficient Services	Achieved. Council completed its Capital Works Program in 2017/18 spending \$41.7 million. A total of 95.8% of the program was delivered which is well above the target of 90%.

Challenges

in 2017/18

- » **Recycling issue** China's ban on accepting some recycling materials from Australia came at a significant cost to Council. The ban resulted in recycling companies no longer offering a rebate to Councils as they had in the past, instead they introduced a fee for processing household recycling. Where we previously received approximately \$700,000 in rebates each year from our contractor for household recycling, from April 2018 we are required to pay \$800,000 to maintain the collection service. This resulted in a net loss to Council of \$1.5 million, a cost we had not budgeted for. As a result, Council will introduce a \$22 recycling levy to every ratepayer, to start in 2018/19.
- » **Cladding** The tragic fire at Grenfell in London and the Lacrosse building at Docklands in Melbourne led to the Department of Environment, Land, Water and Planning (DELWP) establishing the Victorian Cladding Taskforce (VCT). The purpose of the VCT was to review the use of external cladding on occupied residential buildings across the State and advise on rectification works required to make the buildings safe to occupy. Monash, whilst not initially part of the pilot process of affected Councils, requested and was included as one of the pilot Councils and buildings in our municipality were inspected more quickly under the taskforce process. The taskforce initially identified 107 buildings in Monash. Under the process set out by the taskforce 86 of the 107 buildings required further inspection to determine whether combustible cladding had been identified. Council issued 48 building notices/orders against the properties inspected. Monash has taken this issue seriously and has partnered with the Victorian Cladding Taskforce to take action and ensure our residents' safety.
- » **Central Car Park project** In March 2018, Council decided not to go ahead with a major redevelopment in Glen Waverley to create a new community precinct, including a state-of-the-art library and town square on the Council-owned Central Car Park site. The project aimed to deliver a vision set out in the Glen Waverley Activity Centre Masterplan and was the subject of extensive planning and community consultation over more than five years.
- » **Cost shifting** We continue to be adversely affected by cost shifting where the State and Federal Governments reduce the amount of funding they provide to us to run services on their behalf. Examples of services that are subject to cost shifting include school crossing supervision, library service and home and community care for aged residents. In all of these services the level of payment received by Council from the State and Federal Governments does not reflect the real cost of providing the services to the community.



Looking ahead

to 2018/19

- » Introduction of a \$22 recycling levy to every rateable property to cover the increased recycling costs to be borne by Council due to the China ban on receiving some recycled materials
- » Improve infrastructure, as well as deliver services that are valued by our community, through a \$43.4 million capital works program
- » Commence the first stage of construction of the Oakleigh Recreation Centre upgrade which will substantially improve the 41-year-old facility and create a new home for the Waverley Gymnastics Club. The project will continue into 2019/20
- » \$5.6 million for road reconstruction and renewal, including the reconstruction of Atherton Road, Oakleigh (\$3.1 million) which will continue into 2019/20
- » \$4.1 million to renew Council's footpaths in keeping with community expectations
- » \$3.1 million for recreational, leisure and community facilities including redevelopment of the Holmesglen sportsground (\$800,000).

SERVICES PROVIDED

IN 2017/18

Council collected \$116.01 million in rates and charges in 2017/18.

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



Governance & Administration	\$3.22	Waste Collection, Street & Public Facilities Cleaning	\$13.17
Property Maintenance & Insurance	\$2.25	Planning & Building Permits, Economic & Urban Development	\$6.30
Aged & Disability Services	\$6.54	Local Laws, School Crossings & Food Inspections	\$4.88
Children, Youth & Family Services	\$8.89	Engineering & Traffic Management	\$4.32
Libraries, Arts & Culture	\$5.65	Buildings, Roads, Footpaths & Drainage	\$16.72
Recreation & Aquatic Centres	\$19.07	Parks & Sports Grounds Maintenance	\$8.99

MAYOR'S MESSAGE

It gives me great pleasure to present Monash Council's 2017/18 Annual Report.



It has been a busy year of impressive achievements and some challenges.

The recycling and waste landscape was a dominant feature of Council's work this year and resulted in some important decisions.

Our survey in late 2017 of more than 105,785 homes in the municipality – our biggest survey to date – sought direction on the future collection of hard waste and provided an extraordinary community response.

We proposed two options in the survey, with the first option to retain the current annual hard waste collection with the addition of an at-call collection service for a fee.

The second option provided for an enhanced hard waste collection enabling resident to access up to six at-call pickups of hard waste, green waste and cardboard, and to choose the date when these pick-ups occurred.



The result was overwhelming with 77% of respondents of the 30,900 surveys returned choosing option one.

As a result a new user pays at-call hard waste collection was set to begin on 1 July 2018.

In early 2018 Monash, along with all other councils across Australia, was faced with a crisis – China declared a global ban on some recycling products. This ban resulted in recycling companies no longer offering a rebate to Councils as they had in the past for processing recycling materials. This left us in a tough position. Council had received around \$700,000 per year from Visy for our recycling. Now we were faced with a difficult decision of how to make up that financial shortfall – apply for permission to the Essential Service Commission (ESC) to increase our rates above the rate cap or introduce a recycling charge.

We applied to the ESC for a variation on our rate cap of 2.25% to 3.53% for the 2018/19 financial year. The ESC did approve a slight rate cap variation of 0.32%, bringing the rate to 2.57%. However this was not enough to cover the unexpected costs to Council so we decided to decline the offer. Instead Council approved a limited recycling levy of \$22 per rateable property with eligible pensioners exempt from this charge.

Our advocacy work for a dedicated youth mental health service ramped up this year. It is of utmost importance for us to secure services for our young people.

It simply isn't acceptable to Council that our young people in Monash have to travel outside of the municipality to other Council areas that have a headspace service. The young people who live, study or work in Monash need and deserve to have this service available to them in a setting which is readily accessible by public transport.

We want our young people to feel safe, connected and confident so their social and mental health improves, and they can live full and happy lives. We will continue to fight for this service.

In the wake of #metoo, there continues to be a renewed focus on the importance of gender equity and the prevention of violence against women and children. This is something I am passionate about and I believe strongly that local government is well placed to be a leader in this area.

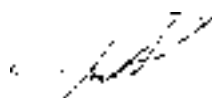
We are fortunate to engage with our local community every day in a variety of ways that make a direct difference in people's lives. At every opportunity I will continue to promote equal and respectful relationships between men and women in our communities through addressing the underlying drivers of violence against women.

In the year ahead Council will continue to seek to improve our facilities and opportunities within Monash and we will do this by the various ways we communicate with you – events, social media, community information sessions, our popular listening posts, emails, phone calls and face to face interactions.

The excellent results in the 2018 Community Satisfaction Survey and the feedback from the community indicate we are on the right track with our efforts but there is always room for improvement. We will continue to look at ways to better serve the vibrant, diverse, thriving community of Monash into the future.

I take this opportunity to thank Council's Chief Executive Officer Andi Diamond and the team at Monash for their dedication, focus and hard work this past year delivering excellent customer service to the community.

There is much to look forward to in the year ahead. I can't wait to see what's in store and, as ever, I am thrilled and proud to be a part of the City of Monash. My sincere thanks for all your support during my time as Mayor.



Cr Paul Klisaris
Monash Mayor

CEO'S MESSAGE

I am very pleased to join with Mayor Paul Klisaris to present this Annual Report which provides a comprehensive overview of the key achievements, activities and challenges during 2017/18.

Our Capital Works investment remains, as always, an important focus for us and in 2017/18 we invested \$41.7 million to continue improving and expanding core community infrastructure.

Included in our Capital Works Program were significant upgrades to some of our sporting pavilions – Scammell Reserve (Oakleigh South), Central Reserve South (Glen Waverley) and work is well underway at Columbia Park (Wheelers Hill). We've also completed a number of playspace and bike path improvements, streetscaping and essential roadworks and undertook an exciting renewal of the Mount Waverley Community Centre and Youth Centre, bringing these 1970s buildings into the modern era to create a vibrant, comfortable space for the community.



I am pleased to report that we have again exceeded our target for delivery of the Capital Works Program, completing a total of 95.8% of the program, well above the 90%.

Our community listening posts remain popular and I thank those of you who've taken the time to attend in 2017/18 and have given us feedback about what we are doing well and where we can improve. It's also encouraging to see that people will often contact us if they can't attend one of the listening posts because they are keen to have their say. Community feedback is invaluable to us. Please keep it coming.

Our customer service commitment has resulted in an excellent score in our annual Community Satisfaction Survey, which was conducted in April and May 2018. For this survey 800 randomly selected households across Monash were surveyed using a face-to-face interview methodology. Council recorded outstanding results in this survey particularly in the area of overall satisfaction.

We won't rest on these results though and our commitment to continuous excellent customer service is at the forefront of all we do.

A challenge that emerged this year is one we share with other Councils across Melbourne, owing to the increase in development to accommodate the city's growing population and need for more housing. The use of combustible cladding in building developments approved by independent building surveyors has become a serious issue facing our community. External cladding is used in many new developments in Victoria with some cladding materials being fire resistant, however there are some cladding materials that are not fit for purpose and have been recognised as combustible with little fire protection.

Monash Council was one of a number of other Melbourne Councils to join the Victorian Building Authority's (VBA) Cladding Taskforce to do an audit of buildings across the municipality to ensure the safety of our residents.

There has been significant attention on the Monash region, both from a State and Federal Government level. Both levels of Government have committed money to the development of transport links to the area known as the Monash National Employment and Innovation Cluster (MNEIC) that includes Monash University and several other large employers like Monash Health.

We'll have to wait and see what transpires but the focus on Monash as an important employment and strategic business region is fantastic news for our community. With this in mind Monash became a member of the South East Melbourne (SEM) group of Councils this year. As part of this group, the councils of the south-east region are joined with businesses and community groups to advocate for the region, which is one of the fastest growing in terms of population growth, development and jobs growth.

These are exciting times for Monash and I look forward to what comes of working closely, as ever, with our community in the year ahead.



Andi Diamond
CEO



FINANCIAL SUMMARY

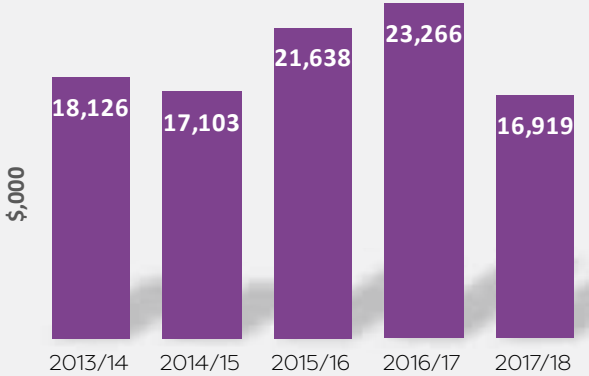
Council has returned an operating surplus of \$16.91 million, a reduction of \$6.4 million from the 2016/17 result of \$23.3 million. We maintained a debt free status and a positive Working Capital Ratio at 230%.



Operating Position

Council's result of \$300.7 million is an increase on the previous year's result of \$201.7 million. This result includes other comprehensive income of \$283.8 million related to revaluation of land and infrastructure assets. Council's 2017/18 operating surplus of \$16.91 million (before the revaluation increment) is \$0.72 million better than the budgeted position of \$16.19 million.

Surplus/ (Deficit)



Highlights and Variances

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

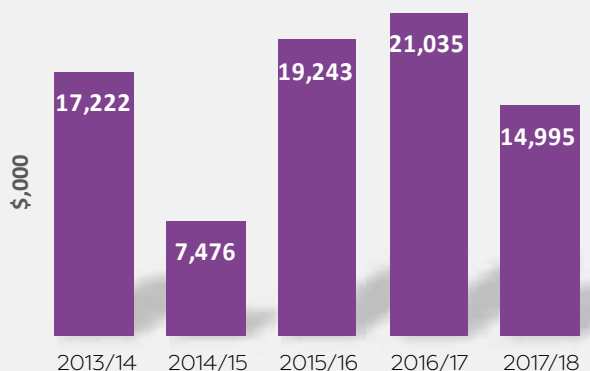
Additional cash revenues:

- » Higher than anticipated Public Open Space and Drainage contributions (\$2.25 million)
- » Operating grants are higher than budget due to the advance receipt of \$2.18 million from the Victorian Grant Commission allocation for 2018/19
- » User fees are \$0.875 million higher than budget mainly due increased patronage at the Waste Transfer Station
- » Profit from sale of assets (\$0.137 million).

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

- » Employee costs higher than budget (\$0.303 million). This increase is mainly due to EBA increases, balance day adjustments (LSL/AL provisions), banding increments and organisational restructure costs and reflects a 0.4% variance to budgeted expenditure
- » Materials, services and contracts are higher than budget (\$3.65 million) mainly due to a write back of expenditure of \$2.4 million that has been charged to the capital works program that cannot be capitalised (prior to this adjustment the variance was 2%)
- » Capital grants were lower than budget (\$1.67 million). This is mainly due to advance funding received in 2016/17 yet budgeted in 2017/18 of grant monies (\$2.26 million) relating to the redevelopment of the Oakleigh Recreation Centre. This reduction has been partially offset by the advance receipt of the Victorian Grant Commission Local Roads funding for 2018/19 (\$0.590 million).

Adjusted Underlying Surplus/ (Deficit)

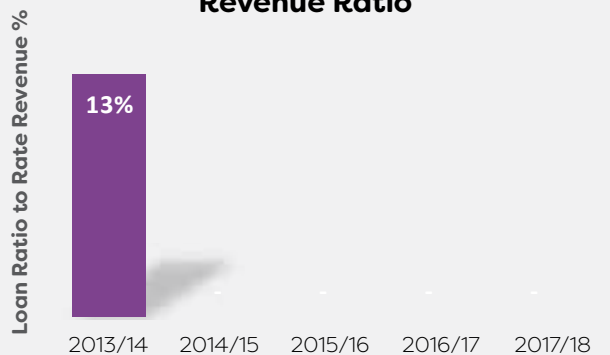


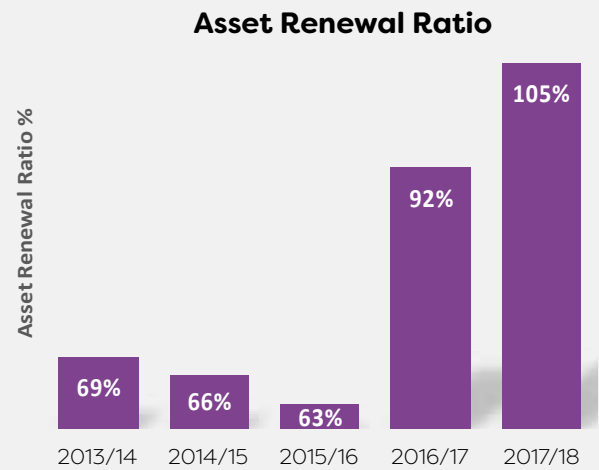
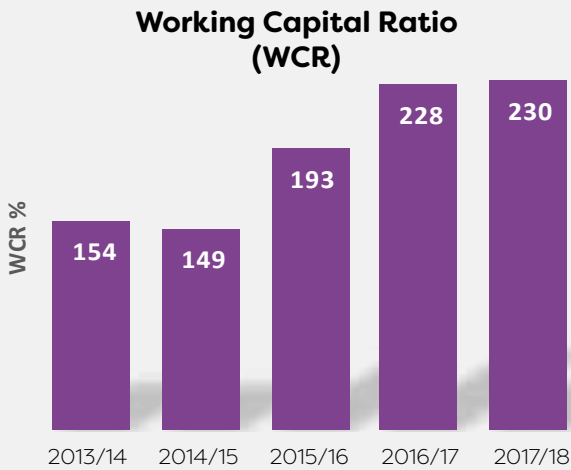
The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a surplus of \$14.99 million.



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 has improved from a funds balance of \$82.5 million in 2016/17 to \$89.9 million in 2017/18. Council has also maintained a positive Working Capital Ratio (WCR) at 230%. Council's long term target is to maintain the WCR above 150%. A WCR above 150% indicates that there are no immediate issues with repaying short term liabilities as they fall due. The WCR measures the ability to pay existing liabilities within the next 12 months (e.g. a ratio higher than 100% means there are more cash and liquid assets than short term liabilities).

Stability and Efficiency

In 2017/18, Council resolved to raise its rate revenue by the application of a General Rate using Capital Improved Value (CIV) as the basis of valuation. The General Rate is applied to all rateable land. A rate increase of 2% was budgeted as forecast in Council's Strategic Resource Plan. Council received \$116.01 million from general rate revenue which included \$0.777

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.

Council's actual average rate per residential assessment of \$1,390 compares

favourably to councils in the metropolitan area. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 63.05% for the 2017/18 year which is toward the top end of the expected target band of 40%-80%. This reflects the extent of Council's reliance on rate revenues to fund ongoing services.

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 \$36.3 million in renewal and upgrade works during the 2017/18 year.

Council's asset renewal ratio, which is measured by comparing asset renewal expenditure to depreciation, was 104.9% which is slightly above the expected target of 100%. The longer term asset renewal trend is positive and reflects our aim to bridge the renewal gap by funding more capital works to maintain the city's existing infrastructure.



CAPITAL WORKS Overview

In 2017/18, Council delivered Monash's largest ever capital works program of \$41.7 million. This was \$3.7 million higher than in 2016/17.

Our community had told us that having access to new and improved infrastructure including sport and recreation facilities, community facilities, playspaces, pathways and roads was important to them.

So we listened and in the 2017-21 Council Plan there is a significant emphasis on the renewal and improvement of our infrastructure.

The overall spend included

- **\$13.1M** for building works
- **\$8.2M** for roads, cycling and footpath works
- **\$4.3M** for recreational, leisure and community facilities
- **\$3.6M** for computer and telecommunications technology
- **\$3.4M** for parks, open spaces and streetscapes
- **\$3.2M** for drainage.



Highlights

- » Maintained our high level of spending (\$3.2M) on renewing Monash's footpath network
- » Renewed four playspaces at Murumba Drive Reserve, Oakleigh South; Netherby Avenue Reserve, Wheelers Hill; Pascall Street Reserve, Mount Waverley; and Fiander Avenue Reserve Glen Waverley
- » Built two new playspaces at Montpellier Estate in Burwood and Samada Reserve in Notting Hill
- » Completed the installation of a \$2.1 million synthetic pitch at Gardiners Reserve in Burwood and commenced installation of the synthetic tennis courts at Caloola Reserve in Oakleigh (\$1.4M)
- » Continued to improve sporting facilities across the City with the completion of the redevelopment of pavilions at Central Reserve South, Glen Waverley (\$1.1M); Scammell Reserve, Oakleigh (\$2.9M); and Larpent Reserve, Glen Waverley (\$300,000). An \$800,000 redevelopment was also started at Columbia Park in Wheelers Hill
- » Improvement of our roads including the start of the reconstruction of Atherton Road, Oakleigh (\$700,000) and completion of Waimarie Drive, Mount Waverley (\$600,000), as well as the resurfacing of our roads (\$1.2M)
- » Commenced refurbishment of Mount Waverley Community Centre and Youth Centre (\$3.2M).



MAJOR PROJECTS

In 2017/18, major projects included securing our recycling service, keeping our rates the lowest in Victoria and upgrading sporting facilities.

> Recycling crisis

Council secured its household recycling service with Visy Recycling, despite the volatility of the recycling industry in the wake of the global crisis triggered by China's ban on accepting some recycling materials from Australia. The current contract with Visy Recycling is in place until April 2020.

However, this has come at a significant cost. The China ban has resulted in recycling companies no longer offering a rebate to Councils as they have in the past for processing some recycling materials. Instead, recycling companies will now charge a fee for processing of household recycling.

Where we previously received approximately \$700,000 in rebates each year from our contractor for household recycling, from April 2018 we are required to pay \$800,000 to maintain the collection service. This resulted in a net loss to Council of \$1.5 million, a cost we had not budgeted for.

Council applied to the Essential Services Commission (ESC) for permission to increase rates in 2018/19 from the State Government's rate cap of 2.25% to 3.53% to cover the increased cost for collection of recycled materials. Although the ESC endorsed the application by providing a rate cap variation of 0.32 per cent, Council was disappointed with the decision and has decided not to accept the offer.

Council decided to introduce a limited recycling levy to every ratepayer of \$22 per year, starting in the 2018/19 rating year, to meet these increased costs. The levy is only being used to collect funds to pay for the increase in our recycling costs and the charge works out to be about 50 cents a week per household. There will be no cost to eligible pensioners.

Monash is one of only a handful of Councils that did not already have a waste charge. We will review the levy over the next two years ahead of when our current recycling contract ends to ensure that ratepayers are only paying for additional costs of the recycling service.





➤ **Victoria's lowest average rates**

Monash remains the metropolitan Council with the lowest rates on a rate per assessment basis and the Council with the lowest rates in Victoria on a per capita basis.

The rate increase in Monash in 2017/18 was 2% ensuring that our ratepayers paid hundreds of dollars less on average than those in other Victorian municipalities.

With a 2% rate increase, the average Monash home owner (whose property is worth \$899,859) paid an additional \$27 over the year. Monash pensioners continued to receive a \$50 rate discount from Council, in addition to the State Government rate rebate of \$223.80 (and the Fire Services Property Levy Rebate of \$50).

➤ **Oakleigh Recreation Centre redevelopment**

The development of plans for one of Council's biggest ever projects, the upgrade of the Oakleigh Recreation Centre, is progressing.

In March 2017, Council committed an additional \$3.3 million to the project to deliver an integrated multi-purpose sports precinct in Monash with five indoor basketball courts and a gymnastics facility for the Waverley Gymnastics Club.

We had originally allocated up to \$13.9 million towards the project with the Federal Government providing \$2.1 million, the State Government \$3 million and the Waverley Gymnastics Club contributing \$1 million.

The project has exceeded its original budget due to a number of factors including the complexities of the site and the tight timeframe at the start of the project to apply for State Government funding.

This has required a new design which has meant a complete reorientation of the building - a huge piece of work that has delayed the project and also contributed to a rise in costs. Parking has also been increased from the original proposal and a new roof included, which is a significant but necessary cost.

This exciting project is part of Council's commitment to a healthier and more active Monash and to create more inviting spaces and places for our community.

➤ **New sporting facilities**

Sporting facilities in Monash received a significant boost in 2017/18 with the completion of major projects at a number of Council reserves.

The building of a new \$2.9 million pavilion at Scammell Reserve in Oakleigh South was funded by Council with the State Government contributing \$500,000. The pavilion includes female friendly change rooms, a unisex toilet, new change rooms for umpires, a community meeting space, undercover spectator area and improved storage facilities. It was completed in June 2018.

A \$1.7 million redevelopment of the sports pavilion in Columbia Park in Wheelers Hill started in October 2017 and is expected to be completed in December 2018. The State Government contributed \$300,000 to this project.

A \$1.6 million pavilion at Central Reserve in Glen Waverley was completed at the end of 2017.





➤ Review of hard waste collection

Council undertook a major community consultation as part of a review of our hard waste collection. In November 2017, we sent letters to 105,785 residents and ratepayers in Monash inviting them to have their say on how hard waste should be collected in the future.

They were presented with two hard waste collection options developed based on responses received in our 2021 and Beyond Survey. Option 1 was to maintain the current hard waste service of one pick up a year with an additional at-call hard waste collection available at a cost of up to \$150. Option 2 was introduce a service based on two at-call hard waste collections, two at-call bundled green waste collections and two at-call cardboard collections per year.

A total of 30,900 responses were received, with 77% choosing Option 1 and 23% selecting Option 2.

In January 2018, Council voted to retain the current once a year hard waste collection service with an option for residents to add one at call collection each year. Council also decided to consider a pensioner discount of 10% to the user pays at-call hard waste collection as part of its 2018/19 budget.

The new service was introduced from 1 July 2018.

➤ Refurbishment of Mount Waverley Community Centre and Mount Waverley Youth Centre

Council is undertaking a \$3.2 million project to redevelop the Mount Waverley Community Centre and Mount Waverley Youth Centre to bring the 1970s buildings into the modern era and provide a comfortable community space where people can participate in a wide range of activities.

Two well-known Mount Waverley organisations - Monash Waverley Community Information and Support Services and The Highway Gallery will relocate to the upgraded facilities.

At the Mount Waverley Community Centre, internal space will be redeveloped, a gallery space and office accommodation created and the roof and floor coverings replaced, while at the Mount Waverley Youth Centre the ceiling and hall area have been refurbished, the toilet upgraded to be compliant with the Disability Discrimination Act and the meeting spaces refurbished. The upgrade of the Mount Waverley Youth Centre has been completed with the community centre expected to reopen in August 2018.

“ **The ‘garden city’ character of Monash is a defining feature of our City of Monash** ”

➤ Focusing on our green city

Council is continuing to work to protect and enhance the ‘garden city’ character of Monash which is a defining feature of our City and is highly valued by our residents.

We have developed a draft Monash Urban Landscape and Canopy Vegetation Strategy to look at what defines our ‘garden city’ character, what can be done to improve this characteristic and how to balance development and greening of the landscape.

This aspirational strategy recommends a number of outcomes including:

- » A target of 30% canopy vegetation cover by 2030. Monash’s tree canopy is currently at 22%, lower than neighbouring municipalities of Whitehorse (23%), Stonnington (25%) and Boroondara (28%)
- » Identifying the existing and preferred landscape character types across the municipality
- » The possible introduction of planning scheme controls and/or a new local law to protect trees and vegetation that contribute to and can enhance the garden city character
- » Guidelines to maximise retention of mature trees on private and public land and provide guidance on appropriate plant selection and planting.

The community has provided feedback on the draft strategy. Council will consider the feedback and report back to the community on the future direction.

Council also finalised the development of the Monash Open Space Strategy which sets out a range of key parameters for the provision of public open space across Monash now and in response to population growth.

➤ **Monash National Employment & Innovation Cluster**

With more than 75,000 jobs, the Monash National Employment and Innovation Cluster (Cluster) is home to the largest number of jobs outside of the CBD. Also home to Monash University, Monash Medical Centre, Australian Synchrotron and the CSIRO, the Cluster is a key part of the State Government's blueprint for a growing Melbourne. Working in conjunction with the State Government, Council is taking a lead role in the planning for future jobs and infrastructure growth in the Cluster. This includes the preparation of Precinct Plans for Clayton and Huntingdale, planning and advocacy for public transport improvements and the development of an overall framework plan and development strategy for the Cluster.

➤ **One Plan One Vision for Monash**

In developing A Healthy and Resilient Monash: Integrated Plan 2017-2021 Council has, for the first time, captured and drawn together priorities from all of the plans, activities and services that contribute to the health, happiness and wellbeing of the Monash community.

This approach is designed to strengthen collaboration across Council and the community, streamline reporting and drive further improvements to the health and wellbeing of the whole community.

In preparing the plan we listened to what the community told us, undertook extensive research and data collection and worked with Council's key reference groups.

The plan incorporates a breadth of current Council strategies and action plans, including:

- » The Active Monash incorporated strategies
- » Age-Friendly Monash 2015-2019
- » Arts and Culture Strategy 2015-2018

- » Children, Young People and Family Strategy 2016/17
- » Community Safety Framework 2015-2020
- » Disability Action Plan 2013-2017
- » Gender Equity Strategy 2015-2020
- » Health & Wellbeing Partnership Plan 2013-2017
- » Multicultural Action Plan 2013-2017
- » Oakleigh Community Action Plan
- » Public Health Approach to Gambling: A Policy Statement 2016-2020
- » Public Library Service Strategy 2015-2018.

A Healthy and Resilient Monash: Integrated Plan 2017-2021 has two companion documents. These are Our Community: A Snapshot, which highlights key community evidence integral to shaping our priorities and measuring our success; and Action Plan Year One 2017/18 which identifies directions to guide our work over the next year.

Some of the highlights and key achievements from Year One under the priority areas include:

PRIORITY: Active and Healthy

- » A reduction of seniors groups meeting and socialising in gambling venues or participating in gambling activities
- » An increase in the number of playgroups, including the delivery of 'playgroup pop-ups' and the opening of the Cabena Child and Family Centre in April 2018
- » The Monash Youth Services (MYS) team in partnership with our immunisation team has delivered targeted outreach to vulnerable people through the Youth Foyer and has achieved vaccination rates of 95% for all vaccine preventable diseases.



PRIORITY: Engaged, Confident & Connected

- » Council has responded to 100% of all reports of rough sleeping. There is now one homelessness support service located in Monash, operating once a week from Clayton
- » The new Neighbourhoods & Place Making team has provided Council with resources to enable responses to local and emerging issues including community safety
- » Council has continued working in close partnership with Monash University to deliver Monash in Motion, Winter Concert Series, Rang Barse (Holi) Festival and Live at Warrawee. This partnership continues to go from strength to strength.

PRIORITY: Safe & Respectful

- » The Monash Public Library Service programs delivered for seniors, including 'Living in the Real World', have exceeded targets for attendees and the number of repeat sessions offered, thereby increasing the digital literacy and life skills of Monash residents
- » Monash continues to be recognised for its leadership and advocacy for Gender Equity and the Prevention of Violence against Women across local, regional, state and national settings. Council is working internally and with schools, sports clubs and local community organisations
- » Monash is implementing policies and procedures across Council in an effort to attain United Nations accreditation as a Child-Friendly City.

> Cat curfew

In October 2017, Council decided to introduce a night-time cat curfew starting in 2020 giving residents three years to prepare for and understand the changes. The curfew is one of a number of measures in Council's Domestic Animal Management (DAM) Plan.

There are currently around 4,400 registered cats in Monash. Cats are natural predators and if they are left to roam at night they can do enormous damage to native wildlife and be a nuisance to residents. We will undertake an education program to help the community better understand the benefits of keeping cats in at night in the lead up to the introduction of a cat curfew.

The cat curfew will not require cat owners to do anything complicated or expensive, simply ensure their cats are safely contained at night, preferably in their house or garage.

> Child and Young People Friendly City

Council continues to work towards Monash being recognised as a Child and Young People Friendly City as outlined in the Monash Children, Young People and Family Strategy and Action Plan 2016/17, and further endorsed in the Healthy and Resilient Monash Integrated Plan 2017-2021.

A Child and Young People Friendly City is one that allows freedom to experience environments that consider their needs, shows respect and dignity for children and young people to express their individual opinions and allows them to participate in and contribute to decisions about their communities and wellbeing.

We are working to a framework developed by the Victorian Local Government Association on key guidelines and principles that make a city, and community, child and young people friendly. As part of this we have sought feedback from residents to determine areas that need to be prioritised.



SUSTAINABILITY INITIATIVES



➤ Reducing single use plastic

At its December 2017 meeting Council resolved to reduce the use of single use plastic across Council.

This decision included revising stallholder guidelines for Council-run and sponsored events and developing an education program to deliver within Council and to the community.

In addition, Council advocated and contributed to the Victorian Government's consultation on how to best implement a policy for a statewide ban of single use plastic bags, which has since been implemented by Coles and Woolworths supermarkets.

The most common form of single use plastics identified across Council is plastic packaging associated with purchases we make. Council decided to review its procurement and other policies and leasing agreements and request that suppliers avoid or reduce the use of plastic film packaging from items purchased by Council or provide alternative recyclable or reusable packaging materials, where appropriate.

➤ Taking up solar and renewable energy

Council joined forces with Monash University to conduct a survey to research what motivates our residents to take up solar and other renewable energies, and how well informed they are of the benefits.

At a time when the cost of power bills is a big concern for people, rooftop solar is helping residents meet their energy needs and lower energy costs. The study, a first in Australia, looks at what kinds of messages and images inspire people to install rooftop solar, as well battery storage and other renewable options.

Residents were invited to participate in the online survey which closed in December 2017.

➤ Positive Charge program

Council sought the support of the independent energy experts at Positive Charge to assist residents to understand the benefits of installing a solar power system at their house for a competitive price.

Positive Charge also offers free advice on ways to save energy in a home to improve comfort and reduce running costs.

Council decided to promote the program to residents due to the level of interest in becoming energy independent, to help them save money, to allay their concerns over climate change and as part of a commitment to support our community to take steps to become more environmentally friendly.


Positive Charge presented to more than 200 residents on home energy in May 2018 at the Clayton Community Centre.

➤ Recycling tips

In April 2018, when China refused to accept some recycling products from Australia, Council mounted a campaign calling on residents to recycle as usual.

Through Council's newsletter, the Monash Bulletin, residents were encouraged to continue recycling and were advised that recycling services in Monash would remain unchanged despite the challenges facing the recycling industry.

Tips were given on how to recycle the right way plus the importance of buying Australian recycled products.



➤ Finance for environmental upgrades

Council approved a partnership with Sustainable Melbourne Fund in November 2017 to provide finance to the owners of commercial buildings in Monash for environmental upgrades. There has been some interest in the offer.

➤ Community Recycling Station

A new Recycling Station was installed at the Civic Centre, to make it easier for residents to recycle the more difficult to recycle household items such as batteries, mobile phones, light globes, x-rays, CDs and DVDs.

➤ Community workshops

Council ran a series of 22 popular community events and workshops during the year to increase awareness of sustainability and help residents to take action. Events were usually fully booked.

These included:

- » Love Food Hate Waste campaign on how to reduce your food waste, and work with leftovers in your kitchen (multiple workshops)
- » Preserving fruits and vegetables
- » Growing vegetables
- » Recycling household organic waste into compost for the garden
- » Keeping chickens in your backyard
- » Bee keeping
- » Environmental movie screenings
- » Gardens for Wildlife
- » Skink Link Project – Council’s sustainability and horticulture teams held a successful community event in collaboration with 68 keen residents
- » There were also 30 school education visits throughout the year.

ADVOCACY CAMPAIGNS

➤ **Mental health service in Monash**

A key priority in 2017/18 was to continue the campaign to have a youth mental health service established in Monash.

After the Federal Government rejected calls for a headspace in Monash in June 2017, Council decided to push for a stand-alone youth mental health service designed specifically by local youth to meet their needs.

In the second half of 2017, Council staff consulted with young people in a variety of settings seeking input into what the youth mental health service should deliver. There was also a push for funding from the State and Federal Governments and other organisations to support the project and a postcard advocacy campaign, which generated thousands of postcards seeking support.

In February 2018, the Mayor Cr Paul Klisaris, Council's Director of Community Development and Services Julie Salomon and Melissa Liberatore, a Monash youth representative and former chair of the Monash Young Persons Reference Group, travelled to Canberra at the invitation of Minister for Health Greg Hunt, to meet his Mental Health Advisor Dr Michael Gardner who suggested we gather support from our local Federal Members of Parliament.

After this meeting we disappointingly learnt that we had again missed out on the next round of funding for a headspace.

A two day a week interim Youth Mental Health Hub was established in Glen Waverley as an outpost providing young people in Monash with the services they desperately need. We have secured the support of a number of agencies that have set up the interim service at the Monash Youth Services offices in Glen Waverley.

Whilst Council believes this is a good interim step, it is only a stop-gap measure. Mental health continues to be the number one concern for young people in Monash who are experiencing anxiety, sleep disorders, stress and bullying, as well as addictions and family breakdowns, which are affecting their health and wellbeing.

Council will continue its fight to see a headspace established in Monash.

➤ **People sleeping rough in Monash**

The number of community members sleeping rough on our streets in Monash has continued to increase with many experiencing additional issues, such as, mental health or problematic alcohol and drug use, which adds to the challenges of providing effective support.

Council has undertaken a number of actions to address this issue, including advocating to the Municipal Association of Victoria for a greater commitment from the State Government for increased support services.

Meetings were also held with the Lord Mayor of Melbourne and the Minister for Housing, Disability and Ageing to discuss our concerns and ask for their support.

Ideally, we would like to assist our community members experiencing homelessness and rough sleeping into supported accommodation where possible.



> **Alvina Street update former Clayton West Primary School site**

Council was disappointed at the decision by the Victorian Civil and Administrative Tribunal (VCAT) to approve a Development Plan for 10 Alvina Street, Oakleigh South, the former Clayton West Primary School site.

The proposed development of this site has been a drawn out process, starting in 2014 with the former State Government's decision to sell the land with a Development Plan Overlay on the site, removing the rights of residents to object to future developments on the land.

Council has refused two separate Development Plans (masterplans) for this site, believing both to be overdevelopments in this residential area. The applicant appealed Council's decision to refuse the first Development Plan application which proposed 108 dwellings on the site and, subsequently amended the plans at VCAT to reduce the number of dwellings proposed to 96. The development plan (as amended) for 96 dwellings was approved by VCAT in December 2017.

Following approval of the Development Plan, the developer was required to lodge a planning application for the development and this was submitted in May 2018. The application will go before Council for a decision in August 2018.



> **Funding cut to HACC program for Younger People**

Council is disappointed that the introduction of the National Disability Insurance Scheme by the Federal Government has resulted in the State Government reducing funding in the Home and Community Care - Program for Younger People (HACC-PYP).

Council was administering the program in Monash on behalf of the Department of Health and Human Services (DHHS).

Council appealed to DHHS and the Minister for Housing, Ageing and Disability to review this funding urgently and provide the funds needed for these young people.

At its November 2017 meeting, Council decided to stop delivering the program unless funding certainty could be negotiated with the State Government. This was not an easy decision for Council to make but without a commitment from the Department of Health and Human Services (DHHS) to fund a minimum of 70% of our current funding we simply could not continue to provide the program.

This does not mean the service to Monash residents will stop. They will still receive the service, but it will be from another provider who were selected by the State Government.

Council stopped administering the service on 30 June 2018.

Council will continue to play a role in advocating for residents to ensure that those with disabilities and their carers receive all of the support they require to live independent and engaged lives within Monash.

> Harm from Gambling

Council is a fierce advocate against the proliferation of poker machines in our neighbourhoods and a state and national leader in campaigning for action and reform.

We consider gambling to be a public health issue which impacts on individuals, families and communities. Council will continue to advocate for strong and effective change to the normalisation of the gambling culture locally.

In 2017/18, we were a key partner in a research study by Deakin University into the harm caused by poker machines. We were approached by Deakin to support their grant application to fund the research due to our leadership in the prevention of gambling harm and our track record in successful project work, policy and advocacy.

It was important to take part in this study given the high levels of gambling harm in the municipality. The research findings will support the development of evidenced based strategies and local level policies that could be implemented by Council. It could also potentially aid the municipality to overcome challenges to more effectively reduce and prevent poker machine harm. The findings and specific information about our community's engagement with electronic gaming machines and other gambling products will help us to work towards better health outcomes for all residents.

In February 2018, we were invited to present at the International Gambling Conference in Auckland, led by the Problem Gambling Foundation of New Zealand. We delivered a presentation around the role of Local Government in the prevention of gambling harm, as well as outlining the successes and learnings from gambling prevention projects and advocacy that had been undertaken by Council.

> Oakleigh Precinct Plan

Council is advocating to the State Government to make further improvements to the Oakleigh Station Precinct. This follows the Government's announcement in its budget in May 2017 for \$10 million in improvements to the station.

In November 2017, Council decided to engage a consultant to review the Oakleigh Western Gateway Project to recommend how to improve the area's transport interchange. The review will recommend the best ways to use public space in the area surrounding the Warrigal Road Bridge (Western Gateway) and Oakleigh Station.

It will ensure that the Oakleigh Major Activity Centre continues to develop as an attractive, safe and highly accessible place that meets the changing needs of the community. Oakleigh is a popular area not only with the local community, but with people who travel from across Melbourne to enjoy the food and culture.

The review will lay the groundwork for Council to push for State Government funding to further improve the Oakleigh Station Precinct.

> Proposed planning scheme changes for residential aged care facilities

Council has a number of concerns relating to the proposed State Government changes to planning schemes across Melbourne, which will make it easier for the development of large Residential Aged Care Facilities in suburban streets.

Early in 2018, Council made a submission to the State Government expressing its concerns at the changes. At the time of writing the government has not released the consultation results on aged care facilities.

➤ Residential development – C125 Parts 1 & 2

After extensive consultation and a lengthy panel hearing process Council submitted Amendment C125 to the Minister for Planning for approval. Unfortunately changes to residential zones brought in 2017 by the Minister for Planning increased height limits in the general residential areas to three storeys. This was contrary to the adopted position of C125. Council sought a change to the amendment to reintroduce the two storey height limit across the suburban areas of Monash.

As a result of the outstanding issue of three storey development in the General Residential areas the Minister split Amendment C125

into two parts. The approval of C125 – Part 1 saw Council successful in introducing the Neighbourhood Residential zone across sensitive areas of Monash to protect garden character and encourage development around the Clayton Activity Centre through the application of the Residential Growth zone.

Council continues to advocate for the approval of Amendment C125 - Part 2 which contains important residential policy changes and applies development revised standards to the General Residential zone to better reflect garden character of the suburbs.





ENGAGING WITH OUR COMMUNITY

› Live streaming Council meetings

We have live streamed our monthly Council meetings since February 2017 as another way of engaging with our community and making our operations more transparent.

The meetings are also archived so people can watch at a later time. Each meeting remains on our website for at least 12 months. The video is divided into individual agenda items, so people can choose whether to watch particular items of interest or the whole meeting.

In 2017/18, there were 1,667 unique views of live streamed Council meetings and 3,153 unique views of the archived file of Council meetings.

It cost Council \$7,560 to provide this service during the 2017/18.

› Listening posts

Our listening posts continue to be popular with the community. These involve Councillors and senior officers visiting local neighbourhoods to talk to residents about their concerns and how we can serve them better.

In 2017/18, we held 15 listening posts and a number of the issues raised were resolved by Council staff in follow-up investigations and discussions.

The listening posts were held at:

- » Brandon Park Shopping Centre, Wheelers Hill
- » Our Recreation & Aquatics Centres – MARC in Glen Waverley and ORC in Oakleigh
- » Huntingdale Road Shopping strip, Huntingdale
- » Kingsway and the station precinct, Glen Waverley
- » Ashwood-Chadstone 'Family Fun Day'
- » Hamilton Square Shopping Centre in Mount Waverley
- » Oakleigh Central Shopping Centre
- » 'Family Fun Day in Park' at Jells Park, Wheelers Hill
- » The Sunday Mulgrave Farmers Market
- » At three playground openings in Syndal, Notting Hill and Wheelers Hill
- » Mount Waverley Library.



Community Amenity After Hours service

Council responded to concerns from residents about the impacts of construction works by setting up the Community Amenity after hours service.

Our officers are on the road from 6am until 6pm Monday to Friday and 6am until 10am on Saturdays to respond to complaints. At other times officers can take calls up until 11pm any day and concerns will be followed up.

The main complaint received via the service has been around noise and construction works starting earlier than they should and temporary fencing on building sites coming down in bad weather and obstructing footpaths.

Customer Service Guarantee

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

The guarantee has 40 specific targets for Council to meet, ranging from how promptly we answer phone calls to how many metres of footpath we will upgrade each year.

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

2017 results

In 2017, we achieved 31 of our 40 targets and we came within 3% of achieving an additional five targets. This compared favourably with 2016 when we achieved 30 of the 40 targets and came within 3% of achieving an additional six targets.

We have put plans in place to improve our performance in the areas where we did not reach the targets.

Some of the targets we achieved were:

- » Tree planting – 1,500 street trees were replaced well above the target of 1,000. A combined total of 70,828 trees, shrubs and groundcovers have been planted also above the target of 70,000
- » Restocking of libraries - 48,213 items were added to our library collection, exceeding our target of 40,000 new items and 11,127 items were added to the Monash collection for culturally and linguistically diverse communities, exceeding the target of 9,000
- » Animal management - we exceeded our target for our local laws officers to patrol parks for 20 hours a month and met our target of responding to animal nuisance reports within three working days and reports of dogs wandering and dog attacks within 24 hours.

Some of the areas earmarked for more attention are:

- » We will answer 90% of calls to our Customer Service Centre within 30 seconds
- » We will investigate reports of litter and dumped waste on public land within one day of it being reported to us
- » 80% of all other planning applications will be determined within 60 days.

To read the full report card visit



www.monash.vic.gov.au/customerserviceguarantee



› Satisfying our community

The 2018 Local Government Community Satisfaction Survey was conducted in April and May 2018. For the first time this year, the survey was carried out by Metropolis Research with face to face interviews at 800 randomly selected households across Monash. This was double the previous survey size.

The 2018 survey included less Australian born respondents (50% instead of 54% in 2017) and more culturally diverse residents. In terms of age groups, the survey included the views of young people aged 15 to 18 years for the first time (34 residents or 4% of respondents).

Council recorded excellent results particularly in the area of overall satisfaction (74) which was significantly higher than the metropolitan Melbourne average (65).

High scores were also recorded for governance and leadership (an average score of 73). Engagement and consultation scored (74), making decisions in the interest of the community (73), responsiveness to local community needs (73), maintaining trust and confidence of the community (73) and representation, lobbying and advocacy on behalf of the community (71).

Our customer service achieved an average satisfaction score of 79, well above the metro Melbourne average of 75 with 72% of residents rating the service as “good” or “very

good”. We scored six points above metro Melbourne for our general reception (82) and our speed of service (74).

The survey asked about satisfaction with and the importance of 32 specific Council services and facilities. The highest community satisfaction was with waste management and libraries (averaging 85), sporting ovals and outdoor sport facilities (82) and recreation and aquatic centres (also 82). Satisfaction with Council services and facilities is measurably higher in Monash compared with metro Melbourne.

The area of lowest satisfaction revealed in the survey was the provision of parking facilities which showed a 16 point gap between importance and performance. Residents were also asked to identify their “top three issues for Monash at the moment”. These results were consistent with previous surveys. **They were:**

- » Parking (including enforcement (21% of respondents)
- » Traffic management (15%)
- » Building, housing, planning and development (11%).

For full results of the 2018 Community Satisfaction Survey visit:



www.monash.vic.gov.au/surveyresults



➤ Community consultations

2017

JULY ● **Proposed tennis courts at Caloola Reserve**

Council asked for community feedback on the proposed relocation of the Oakleigh and Oakleigh North Tennis Clubs to Caloola Reserve in Chadstone. This project included the development of up to eight new floodlit tennis courts and demolishing the old tennis facilities at the Oakleigh Recreation Centre to provide additional space for the redevelopment of the centre.

Westall Road extension

VicRoads sought feedback through Council on a proposed extension of Westall Road in Clayton to improve traffic flow from Princes Highway to the Monash Freeway. The proposal is expected to decrease traffic congestion and improve traffic flow for public transport on local roads.

AUGUST ● **Electronic billboard at The Glen**

Council sought community feedback on a proposal for an electronic billboard to be installed at The Glen Shopping Centre in Glen Waverley. Anyone affected by the proposal was able to lodge an objection.

SEPTEMBER ● **Draft Open Space Strategy**

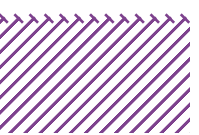
Public comment was invited on this strategy which was prepared in response to the community's desire for more open space. It looks at what the future needs of the community might be over the next 10 years and how to plan for them.

Draft A Healthy and Resilient Monash: Integrated Plan 2017–2021

This plan identifies 30 major health and wellbeing priorities of the Monash community and establishes Council's priorities and strategic direction for the next four years. Residents were invited to provide their feedback.

Safety improvements for Oakleigh

The community's views were sought during a Council and VicRoads investigation around safety improvements within the Oakleigh Activity Centre as part of the Victorian Government's Safe System Road Infrastructure Program.



➤ Community consultations (Cont.)

2017

OCTOBER ●

Additions to Glen Waverley Library forecourt

Residents were invited to provide input into this project designed to provide more options and space for people to meet and relax at the library.

Mulgrave Recreation Reserve Masterplan

The community was asked to share their thoughts and ideas of what should be included in the masterplan to ensure it meets the changing needs of the community. Another round of community consultation was undertaken in April 2018 to get feedback on the draft plan.

Hard waste collection

In October and November Council posted 105,780 surveys to Monash residents asking them whether the current hard waste service was meeting their needs. More than 30,900 surveys were returned and Council listened to this feedback when voting in January 2018 to keep the current once a year hard waste collection with an option for residents to add one at-call collection each year at a cost of up to \$150.

NOVEMBER ●

2018/19 Council budget

Residents were asked for their views and ideas to help Council develop its budget. They were able to do this through an online community forum, online survey and at information sessions.

DECEMBER ●

Renewable energy survey

Council and Monash University invited residents to participate in a survey asking why they take up solar and other renewable energies, and how well informed they are of the benefits. The results were used in the first study in Australia to look at what kinds of messages and images inspire people to install rooftop solar, as well battery storage and other renewable options.

New playspaces

Feedback was sought from residents on draft concepts for new playspaces in Mannering Drive, Glen Waverley; Catherine Avenue, Mount Waverley; and Wellesley Road, Glen Waverley. Earlier in the year residents were asked for their input which was considered when developing the draft concepts.

2018

FEBRUARY

● **Draft Economic Development Strategy and Implementation Plan 2017-2021**

Council sought community feedback on this plan, which will help guide Council over the next four years to support sustainable economic growth for the prosperity of Monash.

● **Proposed State Government changes to planning schemes**

Residents were asked for their views on the changes proposed by the State Government to make it easier for the development of Residential Aged Care Facilities in residential zones.

MARCH

● **Mulgrave Library survey**

The community was asked what they liked about this library and ways the service could be enhanced. The feedback will help Council to improve the Mulgrave Library so it best meets the needs of the community.

● **Two new playspaces**

Council consulted with the community on exciting draft concept plans for two new playspaces at Glen Waverley North Reserve and Dennis Street, Clayton.

APRIL

● **Footpath trading policy**

As part of a review of the Footpath Trading and Access Policy, Council asked for feedback from traders and residents on the proposed changes. The policy is designed to ensure our outdoor trading areas build on the City's reputation as a foodie destination.

● **Upgrade to playspaces**

Council sought community feedback on what residents would like to see included in the upgraded playspaces at Whitehaven Crescent, Mulgrave; Melissa Street, Mount Waverley; Electra Reserve, Ashwood and Capital Reserve, Glen Waverley.

MAY

● **Draft Road Management Plan 2018**

The community was asked to comment on Council's Draft Road Management Plan for more than 750 kilometres of local roads and 1550km of pathways, which together represents about \$710 million worth of assets. The plan seeks to balance Council's investment in road infrastructure against safety requirements and community expectations.

JUNE

● **Proposed Notting Hill Neighbourhood Plan** - Notting Hill is a growing area of

Monash and Council wants to work with local residents to build a strong and vibrant community. Residents were invited to complete a survey on how they enjoy and use local open spaces in Notting Hill, as well as what extra things, or new activities, should be developed.



BUILDING COMMUNITY CAPACITY

➤ Community awards

Sir John Monash Awards

The Sir John Monash Awards recognise people in the Monash community whose work to help others is making a difference.

Changes to the awards in 2018 included amending the Active Monash category to recognise individuals volunteering in sports clubs or groups with the aim of encouraging more nominations from the large numbers of people volunteering in sports and recreation across Monash.

The awards ceremony was moved from May to August to allow for greater community participation in the nomination process and to give more time to judge the awards.

The eight award categories are:

- » Multicultural Champion
- » Active Monash
- » Outstanding Advocate of People with Disabilities
- » Sustainability Leadership
- » Youth Leadership Award
- » Volunteer of the Year
- » Inspirational Women's Leadership
- » Positive Ageing Leadership.

One of the category winners is selected as the overall winner of the Sir John Monash Award for Outstanding Leadership. The 2018 awards were due to be held in August 2018.



Monash Business Awards

The Monash Business Awards recognise outstanding local businesses for their success, innovation and hard work.

Winners of the 2017/18 awards were announced in July 2018. **They were:**

Business of the Year: Ryman Healthcare

Micro Business: Pretty Perfect Gift Hampers

Health: Ryman Healthcare

Professional: Vative

Innovation: Mobile Tyre Shop

Not for Profit: Wise Foundation (Mulgrave Farmers Market)

Other Awards

Active Monash Grants provide support for local sporting clubs, recreational groups and community organisations in Monash. They provide up to \$1,000 to introduce innovative and inclusive participation based programs.

The Golden Plate Awards recognise businesses throughout the region that are providing a high standard of food safety

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

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

> Community Grants

The Monash Community Grants program fosters partnerships with community groups and organisations that benefit the local community.

We have one of the largest community grants programs in Victoria and are proud of our commitment to support and value

the dedicated community groups and organisations within our City.

In 2017/18, Council allocated around \$2.5 million in cash and in-kind support (such as free use of community halls) through the grants program.

> Below is a full list of 2016/17 grant recipients:

Organisation name	Allocation
A-Muse Theatre Group	\$2,000
A-Muse Theatre Group	\$5,000
A-Muse Theatre Group	\$1,798.96
Able Australian Services	\$3,542
African Women's Network South East (AWNSE)	\$2,750
African Women's Network South East (AWNSE)	\$3,120
Alcoholics Anonymous Oakleigh	\$2,585.72
Amaroo Neighbourhood Centre	\$1,550
Amaroo Neighbourhood Centre	\$2,100
Amaroo Neighbourhood Centre	\$3,000
Amaroo Neighbourhood House	\$60,664.92
Anglo Indian Australasian Association of Victoria	\$2,295
Anglo Indian Australasian Association of Victoria	\$5,258
Anglo Indian Australasian Association of Victoria	\$336
Annexe Arts	\$4,900
Archangel Michael Senior Social Club of Oakleigh	\$3,746.80
Archangel Michael Senior Social Club of Oakleigh	\$369,60
Arthritis Victoria Inc/ Osteoporosis Victoria	\$1,128.10
Ashwood, Ashburton, Chadstone Public Tenants Group/Power Neighbourhood House	\$1,000
Association for Children with a Disability	\$5,258.25
Association of Independent Retirees (A.I.R)	\$458.10
Association of Independent Retirees (A.I.R)	\$336
Associazione Pensionati Laziali di Monash	\$3,845

Organisation name	Allocation
Associazione Pensionati Laziali di Monash	\$10,536.30
Australia Sri Lanka Catholic Association	\$1,645
Australia Sri Lanka Catholic Association	\$696
Australia Sri Lanka Welfare Guild	\$549.72
Australian Armenian Welfare Society	\$2,038
Australian Armenian Welfare Society	\$5,811.84
Australian Breastfeeding Association Waverley Group	\$2,000
Australian Coptic Families Social Club	\$2,500
Australian Coptic Families Social Club	\$956
Australian Coptic Families Social Club	\$9,000
Australian Coptic Society	\$14,088
Avellino Circolo Pensioners of Springvale	\$1,215.50
Barking Spider Visual Theatre	\$4,000
Bengali Association of Victoria	\$2,167.50
Bengali Association of Victoria	\$5,853.50
Bestchance (Child and Family Care Network)	\$11,751
Bestchance (Child and Family Care Network)	\$10,000
Blind Sports Victoria	\$5,046
Brentwood Gymnastics Club	\$14,888.26
Chinese Association of Monash	\$4,250
Chinese Association of Monash	\$9,837.12
Chinese Association of Monash	\$1,500
Chinese Community Social Services Centre	\$6,018.93
Chinese Performing Arts Development	\$1,500



Organisation name	Allocation
Chinese Performing Arts Development	\$6,000
Chinese Performing Arts Development	\$24,498
Chinese Professionals Club of Victoria (CPCA)	\$2,465
Chinese Seniors Education & Skill Development Association	\$6,052
Chinese Seniors Education & Skill Development Association	\$13,010.40
Chinese Seniors Education & Skill Development Association	\$806.40
Chisholm Combined Probus Club	\$979.80
Chisholm Combined Probus Club	\$500
Chisholm Combined Probus Club	\$787.50
Chrisalis Foundation	\$10,000
Circolo Italiani Pensionati Di St Mary Magdlen Chadstone	\$1,479
Circolo Pensionati Campani Italiano Di Clayton	\$1,683
Circolo Pensionati Campani Italiano Di Clayton	\$10,769.96
Circolo Pensionati Don Bosco	\$3,947.40
Circolo Pensionati Don Bosco	\$14,981.40
Circolo Pensionati Italiani Di Oakleigh - Clayton	\$4,250
Circolo Pensionati Italiani Di Oakleigh - Clayton	\$16,821.04
Circolo Pensionati Italiani Di Oakleigh - Clayton	\$57.12
Circolo Pensionati Italiani Di Waverley	\$2,422.50
Circolo Pensionati Italiani Di Waverley	\$1,311.84
Clayton Coral Group	\$1,014.86
Clayton Mandarin Friendship Association	\$2,805
Clayton Mandarin Friendship Association	\$24,291.22
Clayton Mandarin Friendship Association	\$672
Clayton Seniors Chinese Association	\$3,451
Clayton Seniors Chinese Association	\$8,551.20
Combined Probus Club of Monash	\$1,263.45
Combined Probus Club of Monash Central	\$1,221.88

Organisation name	Allocation
Combined Probus Club of Monash Central	\$772.80
Combined Probus Club of Syndal	\$979.88
Combined Probus Club of Syndal	\$702.24
Connections Uniting Care	\$64,324.07
Cook Island Community Services of Victoria	\$8,220
Cook Islands Women's Federation of Victoria	\$4,000
Cook Islands Women's Federation of Victoria	\$11,634.76
Country Women's Association Glen Waverley	\$145
Country Women's Association of Victoria - Glen Waverley	\$221
Country Women's Association of Victoria - Glen Waverley	\$275



Organisation name	Allocation
Country Women's Association of Victoria - Murrumbeena Branch	\$2,618.10
Croatian Senior Citizens Group Keysborough	\$2,169.20
Culture Club of United Hungarians	\$3,876
Culture Club of United Hungarians	\$15,685.60
Dixon House Neighbourhood Centre	\$10,807.20
Dixon House Neighbourhood Centre	\$10,000
Down Syndrome Victoria	\$5,000
Eelam Tamil Association (Vic)	\$5,000
Eelam Tamil Association (Vic)	\$2,740
Encore Theatre	\$23,614.20
Estia Syntaxiuhon Ellinon	\$1,530
Faros Greek Senior Citizens	\$3,845.40

Organisation name	Allocation
Fiji Women's Friendship Group/ VIRWC	\$3,893.85
Friends of Monash Gallery of Art	\$4,700
Friends of Scotchman's Creek and Valley Reserve	\$458.10
Friendship Australian Egyptian Association	\$2,500
Friendship Australian Egyptian Association	\$4,060
Glen Waverley Combined Probus	\$1,180.20
Glen Waverley Senior Citizens Club	\$1,870
Glen Waverley Senior Citizens Club	\$48,246.74
Glen Waverley Toastmasters	\$1,392.42
Glen Waverley Uniting Church Leisure Time	\$1,800
Golden Age Senior Citizens Centre	\$2,975

Organisation name	Allocation
Golden Age Senior Citizens Centre	\$49,170.28
Golden Age Senior Citizens Centre	\$1,176
Greek Elderly Citizens of Clayton and Districts	\$1,331.10
Greek Elderly Citizens of Oakleigh	\$4,250
Greek Elderly Citizens of Oakleigh	\$11,697.27
Greek Orthodox Parish of St Athanasius Springvale Senior Citizens Group	\$4,250
Greek Senior Citizens Club of Monash	\$4,250
Greek Senior Citizens Club of Monash	\$28,082.04
Greek Senior Citizens of Southern Eastern Regions and Districts	\$1,676.20
Greek Seniors and Pensioners Association of Clayton & District	\$4,250
Greek Seniors and Pensioners Association of Clayton & District	\$8,876.80
Hera Seniors Greek Ladies Club	\$2,618
Hera Seniors Greek Ladies Club	\$5,853.50
Hughesdale Art Group	\$6,625.97
Independent Hellenic Seniors Citizens Association of Clayton and Districts	\$3,451
Independent Hellenic Seniors Citizens Association of Clayton and Districts	\$4,358.88
Indian Senior Citizens Association of Victoria	\$4,250
Indian Senior Citizens Association of Victoria	\$25,175
Indonesian Club Melbourne	\$2,250
Indonesian Club Melbourne	\$3,120
JU Alumni Association Melbourne Chapter	\$3,300
JU Alumni Association Melbourne Chapter	\$2,886.68
Karyatides Women's Greek Club of Oakleigh	\$4,250
Karyatides Women's Greek Club of Oakleigh	\$7,940.64
Kerrie Neighbourhood House	\$10,000
Kerrie Neighbourhood House	\$29,600.88
Kingston Chinese Senior Citizens Club	\$4,000
Kingston Chinese Senior Citizens Club	\$1,271.64

Organisation name	Allocation
Knox Hungarian Senior Citizens Club	\$520.20
Kobitayon	\$1,392
Ladies Probus Club of Glen Waverley	\$2,365
Ladies Probus Club of Oakleigh	\$400
Ladies Probus Club of Waverley Central	\$2,365
Ladies Probus Club of Waverley City	\$2,440
Ladies Probus Club of Wheelers Hill	\$231
Lemnian Community of Victoria	\$3,808
Link Health and Community	\$10,000
Link Health and Community	\$10,000
Macedonian Senior Citizen's Group of Monash	\$3,094
Macedonian Senior Citizen's Group of Monash	\$7,609.78
Manihiki Henua of Victoria	\$19,672.12
Migrant Information Centre	\$5,280
Molise Club Melbourne	\$4,250
Molise Club Melbourne	\$7,654.80
Molise Club Melbourne	\$42
Monash Chinese Friendship Association	\$3,825
Monash Chinese Friendship Association	\$28,565.88
Monash Chinese Friendship Association	\$252
Monash Chinese Friendship Association	\$1,500
Monash Chinese Senior Friendship Association	\$2,250
Monash Chinese Senior Friendship Association	\$6,632.50
Monash Chinese Volunteer Service Centre	\$2,203.20
Monash Chorale	\$1,990
Monash Chorale	\$715
Monash Concert Band	\$2,000
Monash Concert Band	\$2,500
Monash Greek Macedonian Elderly Citizens Club	\$3,746.80
Monash Greek Macedonian Elderly Citizens Club	\$3,874.56
Monash Korean Senior Citizens Club	\$1,190



Organisation name	Allocation
Monash Korean Senior Citizens Club	\$7,668.43
Monash Maltese Seniors Social Group	\$708.05
Monash Maltese Seniors Social Group	\$4,187.25
Monash Maltese Seniors Social Group	\$274.40
Monash Men's Shed	\$22,704
Monash Men's Shed	\$21,401
Monash Oakleigh Community Support and Information Service	\$6,300
Monash Oakleigh Community Support and Information Service	\$88.63
Monash Oakleigh Community Support and Information Service	\$20,821.91
Monash Reconciliation Group	\$1,236.87
Monash Regional Probus Group	\$262.36
Monash Stroke Support Group	\$1,897.20
Monash Toy Library	\$1,000
Monash Waverley Community Information & Support	\$5,100
Monash Waverley Community Information & Support	\$21,384.69
Monash Women's Friendship Café/VIRWC	\$3,900
Monash Women's Friendship Café/VIRWC	\$5,538.48
Monash Women's Friendship Café/VIRWC	\$4,000
Monash Women's Friendship Café/VIRWC	\$3,588.45
Mount Street Neighbourhood House	\$8,400
Mount Street Neighbourhood House	\$75,971.84
Mount Waverley Chadstone Interchurch Council	\$4,875
Mount Waverley Combined Probus Club	\$4,250
Mulgrave Neighbourhood House	\$111,650.47
Museum of Indonesian Arts	\$2,395
Nasir Community Association	\$2,000
Nasir Community Association in Australia	\$1,445
Nasir Community Association in Australia	\$7,419.12
National Seniors Australia - Monash Branch	\$1,221.88

Organisation name	Allocation
National Seniors Australia - Monash Branch	\$555
Neighbourhood Watch, Region 4, Division 2 - Glen Waverley/Mulgrave Sector	\$554.95
New Hope Foundation	\$28,671
New Hope Foundation	\$9,407.07
New Hope Foundation	\$2,500
New Hope Foundation	\$858.41
Notting Hill Community Association	\$9,300
Notting Hill Community Association	\$31,176.59
Notting Hill Community Youth Club	\$3,940.68
Oakleigh City Band (Oakleigh Brass)	\$2,799.72
Oakleigh City Band (Oakleigh Brass)	\$1,500
Oakleigh City Band (Oakleigh Brass)	\$3,252.92
Oakleigh City Band (Oakleigh Brass)	\$3,120
Oakleigh City Band (Oakleigh Brass)	\$478
Oakleigh Coptic Senior Social Club	\$2,465
Oakleigh Movie Club	\$1,050
Oakleigh Toy Library	\$19,800
Oakleigh Toy Library	\$4,184.16
OC Connections	\$13,144.32
Olympos Greek Senior Citizens Club	\$4,214.52
Olympus Greek Senior Citizens Club	\$3,189.20
Olympus Greek Senior Citizens Club	\$70.35
Parea	\$2,448
Parea	\$6,240
Peridot Theatre	\$1,500
Pilipino Elderly Association of South East Region	\$1,791.80
Pinewood Combined Probus Club	\$1,180.20
Pinewood Shopping Village	\$6,800
Players Theatre Company	\$3,000
Polish Community Council	\$5,553.45
Polish Senior Citizens Club Mt. Waverley	\$435.20
Polish Senior Citizens Club Mt. Waverley	\$2,219.80
Pontian Assoc. of Melbourne "Euxenos Pontos"	\$391



Organisation name	Allocation
Pontian Assoc. of Melbourne "Euxenos Pontos"	\$2,732.95
Port Phillip Housing Association	\$6,837
Power Neighbourhood House	\$16,636
Power Neighbourhood House	\$10,000
Power Neighbourhood House	\$3,000
Power Neighbourhood House/ Ashwood Chadstone Together Network	\$2,250
Power Neighbourhood House/ Ashwood Chadstone Together Network	\$435
Probus Club of Waverley	\$2,133.67
Probus Club of Waverley	\$320.32
Probus Club of Wheelers Hill	\$25.76
Project Respect	\$35,000
PRONIA	\$16,324.07
PRONIA	\$1,178.40
Rajasthani Kutumb of Victoria	\$2,000
Rajasthani Kutumb of Victoria	\$685
Regione Lazio Monti Lepini Colleferro Senior Social Club	\$4,250
Regione Lazio Monti Lepini Colleferro Senior Social Club	\$16,140.60
River Arts	\$1,500
Royal Children's Hospital Auxiliary	\$610.80
Sankat Mochan Samiti	\$2,550
Sankat Mochan Samiti	\$2,244
Sankat Mochan Senior Group	\$20,000
Scots Glen Singers	\$1,080
Sewa International (Aust)	\$935
Sewa International (Aust)	\$2,623.40
SKGA Inc - Sangam Kala Group Australia	\$1,500
SKGA Inc - Sangam Kala Group Australia	\$1,588
Songjiang Club of Melbourne	\$1,912
South East Community Links	\$71,833.54
South East Volunteers	\$143,869.25
South East Volunteers	\$41,981.48
South Oakleigh Wildlife Shelter	\$6,250
Spanish Speaking Senior Club of Clayton	\$935
Spanish Speaking Senior Club of Clayton	\$5,902.65
Spanish Speaking Senior Club of Clayton	\$134.40

Organisation name	Allocation
Sri Lanka Study Centre for the Advancement of Technology and Social Welfare	\$2,500
St John Ambulance	\$15,309.76
St Theresa's Aged and Retired Services	\$1,800
Suez Basketball Senior Social Club Association VIC	\$2,890
Suez Basketball Senior Social Club Association VIC	\$8,179.20
Syndal Ladies Probus Club	\$909.81
Syndal Ladies Probus Club	\$505.12
Tally Ho Fitness Group	\$3,950
Tamil Senior Citizens Fellowship (Vic)	\$12,068.92
Telugu Language and Culture Foundation of Australia	\$1,500
Telugu Language and Culture Foundation of Australia	\$696
Telugu Language and Culture Foundation of Australia	\$1,800
Telugu Language and Culture Foundation of Australia	\$10,000
The Catanzaro Senior Citizens Club of Monash	\$1,479
The Catanzaro Senior Citizens Club of Monash	\$7,084.80
The Cosenza Senior Citizens club of Kingston	\$1,380.40
The Greek Orthodox Community of Monash and Districts	\$4,250
The Greek Orthodox Community of Monash and Districts	\$26,149.68
The Greek Orthodox Community of Oakleigh & District	\$4,250
The Philanthropic Society of Kaloneri Siatista	\$4,190.50
The Probus Club of Mt Waverley	\$2,580
The Probus Club of Mt Waverley	\$672
The Three Hierarchs Greek Elderly Group	\$2,711.50
U3A Waverley	\$4,250
U3A Wheelers Hill	\$1,079.50
U3A Wheelers Hill	\$1,756.36
U3A Wheelers Hill	\$800
U3A Wheelers Hill	\$568.96
United Sri Lanka Muslim Association Of Australia	\$8,000

Organisation name	Allocation
United Sri Lanka Muslim Association Of Australia	\$10,440
United Sri Lanka Muslim Association Of Australia	\$666.40
United Sri Lanka Muslim Association Of Australia	\$1,434
Uniting Church of Australia	\$6,000
Victoria Immigrant & Refugee Women's Coalition	\$25,202.74
Victoria Immigrant & Refugees Women's Coalition	\$5,000
Victoria Immigrant & Refugees Women's Coalition	\$1,370
Victoria Tamil Senior Citizens Benevolent Society Australia	\$238
Victoria Tamil Senior Citizens Benevolent Society Australia	\$6,052
Watch Disability Services	\$3,000
Wavecare	\$130,000
Wavecare	\$32,414.65
Wavecare	\$7,063
Wavlink	\$40,405.77
Waverley Adult Literacy Program	\$420
Waverley Bushwalking Club	\$839.85
Waverley Camera Club	\$2,137
Waverley Chinese Senior Citizens Club	\$4,250
Waverley Chinese Senior Citizens Club	\$29,886.57
Waverley Community Learning Centre	\$5,000
Waverley Community Learning Centre	\$61,790.43
Waverley Community Learning Centre	\$4,200
Waverley Fitness Group	\$467.50
Waverley Fitness Group	\$6,603.58
Waverley Fitness Group	\$30.80
Waverley Garden Club	\$1,589.46
Waverley Gem Club	\$800
Waverley Gem Club	\$800
Waverley Ladies Probus	\$1,596.54
Waverley Ladies Probus	\$235.20
Waverley Life Activities Club	\$2,677.50
Waverley Life Activities Club	\$410.88
Waverley Life Activities Club	\$882

Organisation name	Allocation
Waverley Multiple Birth Association	\$3,000
Waverley Multiple Birth Association	\$305.40
Waverley Music Eisteddfod	\$4,500
Waverley Retirement Activities Group	\$1,700
Waverley Retirement Activities Group	\$11,671.71
Waverley Retirement Activities Group	\$448
Waverley Seniors Club	\$255
Waverley Seniors Club	\$1,527
Waverley Widowed Support Group	\$2,625
Waverley Woodworkers	\$6000
WinAccom	\$316.86

CALENDAR OF EVENTS

2017

July

- » NAIDOC Week 2017 celebrations of Indigenous culture
- » National Tree Day planting at Fairway Reserve in Mount Waverley
- » Winners of the 2017/18 Monash Business Awards announced

August

- » Living in the real world events at Monash Libraries to learn practical skills to help with everyday issues

September

- » Monash Gallery of Art Australians in PNG exhibition
- » Civic Centre glows green for the Light Up For Mito Guinness World Record attempt

October

- » Community Safety Month activities to promote safety in our community
- » The Monash Seniors Festival
- » Monash Gallery of Art Bowness Photography Prize
- » “Sir John Monash: His life and legacy” lecture presented by the Hon Ted Baillieu
- » Monash Youth Film Festival

November

- » Glendi Festival in Oakleigh
- » Ashwood Chadstone Family Fun Day
- » Women’s Business Network lunch, Riversdale Golf Club, Mount Waverley

December

- » Monash Carols by Candlelight
- » Monash Summer Reading Club at Clayton Library
- » Monash Gallery of Art John Gollings: The history of the built world exhibition



January

- » Australia Day celebrations

February

- » Clayton Festival & Hawkers Market
- » Chinese New Year and Lantern Festival
- » Monash Gallery of Art Twilight Art in the Park

March

- » Live at Warrawee Concert
- » Clean Up Australia Day activity at Mulgrave Reserve.
- » Free Activities in Parks program in Oakleigh and Glen Waverley
- » International Women's Day lunch featuring a panel discussing women in sport

April

- » Anzac Day commemoration services
- » Monash Gallery of Art Antipodean emanations: cameraless photographs exhibition

May

- » Chinese Women's Health Day in Clayton
- » Volunteering in Monash community session

June

- » WordFest annual literature festival of the Monash Public Library Service
- » Winter concert series
- » Monash Music Battle presented by Quiksound Productions
- » Clayton Community Centre 10th birthday celebrations



COUNCIL AWARDS GRANTS & FUNDING

> Council awards

Top mobile phone recycler

Council was recognised as being one of the top 10 recyclers of mobile phones in Victoria under the popular Mobile Muster partnership program. Mobile Muster is the recycling program of the Australian mobile phone industry and has been partnering with councils for more than 12 years to make recycling accessible and community-friendly.

The award was based on Councils that collected the most mobile phone components (measured in kilograms) for recycling between 1 May 2017 and 30 April 2018 in each state and territory of Australia.

We have partnered with Mobile Muster since 2008 and have phone 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 had previously won awards under the Mobile Muster program in 2013 and 2015.

Recycling printer cartridges

For the second consecutive year, Monash was named by Planet Ark as one of the top 10 Councils in Australia for recycling printer cartridges.

A record 3.8 million cartridges were collected under the Cartridges 4 Planet Ark program in 2017, taking the total number of cartridges collected since the program started in 2003 to around 38 million.

This has helped to divert thousands of tonnes of non-renewable resources out of landfill and back into the economy.

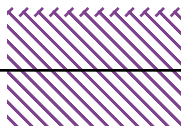
Paintback scheme

Our Waste and Transfer Station collected the most paint in Australia for recycling under the paint manufacturers' Paintback scheme. This was the second year Monash had taken out the title.

In 2017/18, our transfer station in Notting Hill collected 345,590 kilograms of paint. This was more than the 285,388 collected in 2016/17.

Monash was the first council to sign up for the Paintback scheme when it started in 2016. People can dispose of their unwanted paint at no cost under the scheme.

Council was recognised as being one of the top 10 recyclers of mobile phones in Victoria.



» Council grants and funding

- » \$500,000 from the State Government towards the \$2.9 million upgrade to Scammell Reserve in Oakleigh South
- » \$450,000 from the State Government for two projects to improve community safety in Monash. One was a mural at the Warrigal Road underpass in Oakleigh, as well as new lighting, improved seating, footpath widening and the removal of graffiti. The other project involved creating a new public space called the Holmesglen Neighbourhood Activation Project. This is off Warrigal Road between the Holmesglen shopping strip and the Glen Waverley railway line and features a rest area, shade trees and garden, as well as a bike maintenance station, a bouldering/climbing wall and a mural
- » \$300,000 from the State Government towards the \$1.7 million redevelopment of the sports pavilion in Columbia Park in Wheelers Hill
- » \$250,000 from the State Government for a pedestrian safety project in Eaton Mall in Oakleigh
- » \$90,000 through Living link (Port Phillip and Westernport Catchment Management Authority (to be spent over three years) for revegetation works along the Dandenong Creek. This was part of the Our Catchments Our Community project with other Living Links Council
- » \$25,000 from the State Government towards a new street art mural in Ashwood. This project was part of Council's Strengthening Ashwood and Chadstone project
- » \$25,000 from the State Government's Department of Justice Graffiti Prevention program for a street art mural in a laneway in Glen Waverley and a graffiti awareness education campaign to be run in Secondary schools
- » \$16,800 from Melbourne Water for two Corridors of Green projects at Shepherds Bush and Napier Reserve
- » \$14,000 from Sustainability Victoria towards the Student Hard Waste Collection service offered to Monash University students
- » \$7,000 from Sustainability Victoria for Love Food Hate Waste program.
- » Community Leaders United by Sport (CLUBS) initiative (promoting Gender Equity in sports clubs) - \$70,000 SRV to be implemented in 2018/19
- » Facilitated Playgroups (Cabena) - \$110,000 Department of Education and Training (DET)
- » Immunisation Project EMPHN - \$60,000
- » Young Women's Leadership Program - \$50,000 VicHealth
- » Engage Funding - \$40,000 Department of Health and Human Services (DHHS)
- » Freeza Funding - \$24,000 Department of Health and Human Services (DHHS)
- » National Youth Week - \$2000
- » SFY - \$200,000 - Department of Education and Training (DET)
- » Youth Mental Health First Aid Resources - \$7000 Rotary
- » L2P safe driving program - \$76,000 (sent on to SECL)
- » Additional Family support funding (ongoing) - \$78,000pa Department of Health and Human Services (DHHS)
- » Walking School Bus program - \$10,000 VicHealth
- » State Library of Victoria "Jump Start" program - \$2,646
- » Building capacity of the Inner East Interfaith Networks in partnership with Whitehorse, Boroondara and Manningham Councils to create safe and respectful communities - \$10,000 Women's Health East.







SECTION TWO GOVERNANCE

COUNCILLORS

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

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

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

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

- ▶ Oakleigh
- ▶ Mount Waverley
- ▶ Glen Waverley
- ▶ Mulgrave

The tables below lists Monash Councillors who served in 2017/18, their Ward and election date.

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



SPECIAL COMMITTEE

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

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

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

COUNCILLOR CODE OF CONDUCT

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

On 16 February 2017 Council adopted a revised Councillor Code of Conduct which is designed to:

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

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

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



CONFLICTS OF INTEREST DISCLOSURES BY COUNCILLORS

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

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

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

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

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

During 2017/18, 14 conflicts of interest were declared at Council and special committee meetings and assemblies of Councillors.



COUNCIL MEETINGS

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

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

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

All Council meetings for 2017/18 were held at the Civic Centre, 293 Springvale Road, Glen Waverley

- 25 July 2017
- 29 August 2017
- 26 September 2017
- 25 October 2017 (Special Meeting)
- 31 October 2017
- 15 November 2017 (Special Meeting)
- 28 November 2017
- 12 December 2017
- 30 January 2018
- 20 February 2018 (Special Meeting)
- 27 February 2018
- 27 March 2018
- 24 April 2018
- 29 May 2018
- 26 June 2018



COUNCILLOR ATTENDANCES AT COUNCIL MEETINGS

Councillor	Meetings Attended
Robert Davies	14
Josh Fergeus	15
Paul Klisaris	15
Stuart James	15
Geoff Lake	12
Brian Little	15

Councillor	Meetings Attended
Shane McCluskey	15
Rebecca Paterson	14
MT Pang Tsoi	13
Lynnette Saloumi	14
Theo Zographos	13

COUNCILLOR ALLOWANCES

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

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

Councils are divided into three categories based on the income and population of each Council. Monash Council is a Category 3 Council. For the period 24 December 2016 to 30 November 2017, the Councillor annual allowance for the City of Monash (as defined by the Local Government Act 1989) was fixed at:

- » \$29,630 per annum for the Councillor allowance
- » \$94,641 per annum for the Mayoral allowance.

The Minister for Local Government approved an annual adjustment of 2.5% to take effect from 1 December 2017. Following this adjustment, the annual allowances for the City of Monash for the period 1 December 2017 to 30 June 2018 were:

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

COUNCILLOR EXPENSES

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

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

The policy provides guidance for the payment of 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 2017/18 year are set out in the table below:

COUNCILLOR	TRAVEL/ PARK \$	CAR TRAVEL KMS	CHILD CARE \$	INFORMATION & COMMUNICATION \$	CONFERENCES & TRAINING \$	TOTAL \$
Robert Davies	0	0	0	0	597.73	597.73
Josh Fergeus	0	0	0	0	2,443.94	2,443.94
Stuart James	0	0	0	0	4,153	4,153
Geoff Lake	0	0	0	0	597.73	597.73
Brian Little	0	0	0	0	1,090	1,090
Paul Klisaris	0	0	0	0	0	0
Shane McCluskey	0	0	0	0	7,134	7,134
Rebecca Paterson	0	0	0	0	522	522
MT Pang Tsoi	0	0	0	0	0	0
Lynnette Saloumi	0	0	0	0	3,550	3,550
Theo Zographos	0	0	0	0	999	999

Notes: All expenses incurred for the provision of conferences and training relevant to the 2017/18 financial year incurred by Councillors are provided in the table above.

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



AUDIT AND RISK COMMITTEE

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

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

- » Internal and external financial reporting
- » 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.

MEMBERSHIP AND ATTENDANCE

The Committee consists of five members: two Councillors and three independent members. Councillor members are appointed annually while independent members are appointed for three year terms by Council following a public recruitment processes.

The Committee met four times during the 2017/18 financial year: 15 August 2017, 5 December 2017, 6 March 2018, and 19 June 2018.

The following table notes the Committee members and their attendance at meetings throughout the year:

Name	Role	Member since	2017/18 Attendance	
Geoff Harry	Independent member (chair)	July 2014 (reappointed July 2017)	4 rostered	4 attended
Bev Excell	Independent member	May 2013 (reappointed May 2016)	4 rostered	4 attended
Katie Baldwin	Independent member	July 2017	4 rostered	4 attended
Geoff Lake	Councillor	November 2013	2 rostered	2 attended
Paul Klisaris	Councillor (Mayor)	November 2017	2 rostered	2 attended
Josh Fergeus	Councillor	January 2018	2 rostered	1 attended
Rebecca Paterson	Councillor	January 2018	3 rostered	2 attended

Council's Chief Executive Officer (Andi Diamond), Chief Financial Officer (Danny Wain), Manager Corporate Performance (Ross Goeman), Manager Financial Services (Simone Wickes) and the Internal Auditor (appointed by contract) attend all meetings, by invitation of the Committee. The External Auditor attended meetings to present the external audit plan and the outcomes of the statutory audit of Council's Financial Statements and Performance Statement.

The Committee also meet with the Internal and External Auditors without the presence of management to discuss issues of interest in accordance with the Audit & Risk Committee Charter. The minutes from the meetings are made available on Council's website.

> KEY ACTIVITIES

The Committee has an established annual work plan which aligns with the Committee Charter. Activities for the year included:

- » Overseeing the preparation of the annual financial statements and annual performance statement
- » Consideration of the outcomes of the external audit for 2016/17
- » Review and endorsement of the internal audit plan for 2018/19
- » Consideration of regular reports on risk management activity
- » Review of key policies and systems, including monitoring of the recently implemented Electronic Document Management System project
- » Review of the Local Government Performance Reporting Framework (LGPRF) Report
- » Review of various other business reports on relevant activities
- » Monitoring performance in closing out audit recommendations
- » Monitoring the performance of the external and internal audit functions
- » Involvement in the process for appointment of a new Committee member
- » Consideration of the impact on Council of reports released by Victoria's integrity agencies – IBAC, VAGO and the Ombudsman
- » Review of the Audit & Risk Committees charter
- » Self-assessment of the Committee's performance.

Internal audit reviews completed during the year included:

- » Cash collection and payment processing
- » Fleet management
- » Legislative Compliance management
- » Community Infrastructure
- » Electronic Document Management System Project - post implementation
- » Project management.

The Committee Chairperson, Geoff Harry, met with Council in October 2017 for the annual briefing of Council on current issues and the performance of the Audit and Risk Committee. Mr Harry highlighted activities of the Committee and other key areas including the Strategic Internal Audit Plan, VAGO audits and Risk and Opportunity Management processes.

In accordance with best practice, the Committee also undertook a self-assessment to evaluate its own performance against the objectives of the Committee as articulated in its Charter. No substantive issues were identified from this assessment.

> INTERNAL AUDIT

Council's Internal Auditors, Pitcher Partners, have completed the second year of their three year contract which began on 1 July 2016. They have undertaken a number of internal audit reviews in accordance with the three year internal audit program, adopted by Council on 27 September 2016.

> EXTERNAL AUDIT

Council's External Auditors are the Victorian Auditor-General's Office (VAGO). The Committee reviewed and discussed Council's 2016/17 Annual Financial Statements and Performance Statement and the planned approach to the audit of the financial report and performance statement for the financial year ending 30 June 2018. The Committee also considered responses prepared by management for matters raised in the annual statutory audit, and monitored the progress of management in implementing agreed actions.

RISK MANAGEMENT AND INSURANCE

Council's insurance portfolio, brokered by Jardine Lloyd Thompson, is reflective of the various risk exposures facing Council.

The program continues to provide reliable and consistent coverage with the public liability policy placed with MAV-LMI Insurance and the Assets program placed with Jardine Mutual Asset Protection Plan (JMAPP).

An internal audit has provided feedback and recommendations to further enhance and embed Risk & Opportunity Management at the City of Monash. Strategic risk management continues to be managed by the Executive Leadership Team with guidance provided by the Audit & Risk Committee.





ASSET MANAGEMENT

Council has an extensive portfolio of assets which are valued at \$3.34 billion.

This includes:

- » \$2 billion of Council owned land and \$843 million of assets at current valuation with a current replacement cost of \$1.58 billion
- » 310 buildings ranging from neighbourhood houses to community centres, sporting pavilions and the Civic Centre
- » 1,285 kilometres of underground pipes and 45,100 storm water pits
- » 178 playgrounds within reserves and associated with community facilities
- » 82 sports grounds
- » 1,187 public lights over Council sporting grounds, reserves and car parks
- » A pedestrian network of 1,550 kilometres of on-road pathways and 51 kilometres of off-road pathways
- » A road network of 734 kilometres of local roads and 20 kilometres of right of ways
- » 489 structures including 432 retaining walls and 57 bridges, jetties and boardwalks
- » 197 off-street car parks and Council plant and fleet comprising of 278 registered vehicles.



Projects completed in 2017/18 that support the delivery of the Asset Management Policy included:

- » Review and Council adoption of the Asset Management Policy
- » Review of the Roads, Pathways and Facilities Asset Management Plans to ensure they are comprehensive and quality is consistent
- » Review of the Road Management Plan
- » Upgrades to Council's current asset management information system including new field data collection tools
- » Data collection and condition audits of facilities, sportsground lighting and playground assets to assist in asset planning and maintenance.



BUSINESS TECHNOLOGY

**Business
Technology
(BT) completed
some significant
projects in
2017/18 including;**

- » Monash Aquatic & Recreation Centre re-cabling
- » Hardware upgrade for desktops and laptops
- » Completion of Windows 10 & Office 2016 deployment Council-wide
- » Workforce Management software implementation
- » Upgrade of Wi-Fi across Council for both internal staff and public Library use.

Business Technology supports 1,400 connected users and 900 workstations across 35 sites. Council business efficiencies and community expectations drive the area's strategic direction. The key focus for the next 12 months will be on enabling mobility and increasing Council's cyber security position.





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
GC1 Community Engagement Policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current Policy: 1 April 2013
GC2 Community Engagement Guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current Guidelines: 1 April 2013
GC3 Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the Act. Date of adoption: 26 June 2018
GC4 Annual Budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act. Date of adoption: 26 June 2018

<p>GC5 Asset Management Plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)</p>	<p>Plans</p> <p>Date of operation of current plans: Buildings: 1 March 2012 (revised plan in draft) Drainage and Retarding Basins: 1 June 2004 (review underway) Road Pavement: 1 May 2011 (revised plan in draft) Off Street Carparks: 1 June 2006 Pathways: 1 December 2004 (revised plan in draft) Playgrounds: 1 June 2006 Public Lighting: 1 June 2006 (revised plan in draft) Right of Ways: 1 June 2005 (revised plan in draft) Sportfields Paving Surfaces and Spectator Facilities: 1 June 2007 Structures: 14 March 2018 Plant and Equipment: 28 March 2018</p>
<p>GC6 Rating Strategy (strategy setting out the rating structure of council to levy rates and charges)</p>	<p>Strategy</p> <p>Date of operation of current Strategy: 26 June 2018</p>
<p>GC7 Risk Policy (policy outlining Council's commitment and approach to minimising the risks to council's operations)</p>	<p>Policy</p> <p>Date of operation of current Policy: 24 February 2015</p>
<p>GC8 Fraud Policy (policy outlining Council's commitment and approach to minimising the risk of fraud)</p>	<p>Policy</p> <p>Date of operation of current Policy: 16 May 2018</p>
<p>GC9 Municipal Emergency Management Plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)</p>	<p>Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986.</p> <p>Date of preparation: 12 April 2017</p>
<p>GC10 Procurement Policy (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)</p>	<p>Prepared and approved in accordance with section 186A of the Local Government Act 1989.</p> <p>Date of approval: 31 May 2016</p>
<p>GC11 Business Continuity Plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)</p>	<p>Plan</p> <p>Date of operation of current Plan: 1 December 2014</p>
<p>GC12 Disaster Recovery Plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p>Plan</p> <p>Date of operation of current Plan: 31 August 2016</p>

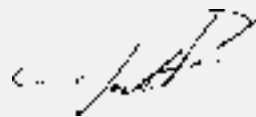
<p>GC13 Risk Management Framework (framework outlining council's approach to managing risks to the Council's operations)</p>	<p>Framework Date of operation of current Framework: 24 February 2015</p>
<p>GC14 Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)</p>	<p>Established in accordance with section 139 of the Act. Date of establishment: 8 November 1995</p>
<p>GC15 Internal Audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)</p>	<p>Engaged Date of engagement of current provider: 1 July 2016</p>
<p>GC16 Performance Reporting Framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)</p>	<p>Framework Date of operation of current framework: 31 May 2016</p>
<p>GC17 Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)</p>	<p>Reports Date of reports: 24 October 2017, 1 March 2018, 14 May 2018 and 31 July 2018.</p>
<p>GC18 Financial reporting (quarterly statements to council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)</p>	<p>Statements presented to Council in accordance with section 138(1) of the Act Date statements presented: 28 November 2017, 27 February 2018, 29 May 2018 and 28 August 2018 (annual financials)</p>
<p>GC19 Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports Date of reports: 5 December 2017, 6 March 2018 and 19 June 2018</p>
<p>GC20 Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)</p>	<p>Reports Date of reports: 6 March 2018 and 28 August 2018</p>
<p>GC21 Annual Report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)</p>	<p>Considered at a meeting of Council in accordance with section 134 of the Act Report considered by Council: 25 October 2017</p>

<p>GC22 Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)</p>	<p>Reviewed in accordance with section 76C of the Act. Date reviewed: 16 February 2017</p>
<p>GC23 Delegations (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)</p>	<p>Reviewed in accordance with section 98(6) of the Act. Date of review: 26 September 2017</p>
<p>GC24 Meeting Procedures (a local law governing the conduct of meetings of Council and special committees)</p>	<p>Meeting procedures local law made in accordance with section 91(1) of the Act. Date local law made: 26 September 2017</p>

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



Andi Diamond
 Chief Executive Officer
 Dated: 30.6.2018



Cr Paul Klisaris
 Mayor
 Dated: 30.6.2018





DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION



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

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

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



TENDERS CONTRACTS AND PROCUREMENT

Council publically advertised 77 tenders during the financial year and more than 100 contract documents were signed electronically to save paper and resources.

Procurement Compliance with Policy

Council entered into an extension of a contract with Visy Paper Pty Ltd (Contract No. 2010122 Receipt of Recyclables) that did not comply with the spirit of Section 186 of the Local Government Act 1989.

All other contracts entered by Council were compliant with Council's Procurement Policy and Section 186 of the Local Government Act 1989.

DOMESTIC ANIMAL MANAGEMENT PLAN

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

Extensive community consultation was undertaken during the development of the plan with feedback being sought on a number of matters including:

- » Reducing cat nuisance by developing and delivering an education program outlining benefits to wildlife, the environment and cats themselves, by keeping cats in at night
- » Increasing awareness of dog owners' responsibility to pick up dog poo
- » Investigating the feasibility of a dedicated fenced off-leash area.

Implementation of the plan will result in the introduction of a night time cat curfew in 2019/20. Council will undertake a comprehensive education program designed to help the community better understand the benefits of keeping cats in at night and giving the community time to adjust to the change.

Other measures in the Domestic Animal Management Plan include:

- » Continued roll out of dog poo disposal bins and bag dispensers in parks within budget constraints
- » Increasing awareness of the dog owners need to pick up after their pet by stencilling designs on footpaths in reserves as a reminder and distributing information flyers
- » Investigating (by 2020) in the feasibility of a dedicated fenced off-leash area for dogs.





FOOD ACT MINISTERIAL DIRECTIONS

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

In 2017/18, no ministerial directions were received by Council.

FREEDOM OF INFORMATION

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

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

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

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

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

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

Details of FOI requests in 2017/18

FOI applications received	39
FOI applications transferred to another agency	1
FOI applications responded to within statutory timeframe	26
Access granted in full	12
Access granted in part	10
Access denied	5
No documents identified as relevant to request	5
Withdrawn/not proceeded with	2
Request yet to be finalised	5
Request outside FOI process	0
Request for review	0
Appeal to VCAT	0



FRAUD AND CORRUPTION CONTROL

In line with good governance, Council recently launched a revised 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.

As part of the rollout of the framework, a general and a customised training program (for higher risk work areas), will be developed to increase and maintain staff awareness over the next 12 months.

PROTECTED DISCLOSURES

In 2012, the
Protected
Disclosures Act
2012 was created.

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

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

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

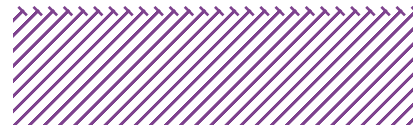
Council recognises the value of transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health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

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

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

In 2017/2018, Council received no disclosures under the Protected Disclosures Act 2012.





ROAD MANAGEMENT ACT MINISTERIAL DIRECTION

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

No such ministerial directions were received by Council in the 2017/18 year.

INFORMATION PRIVACY

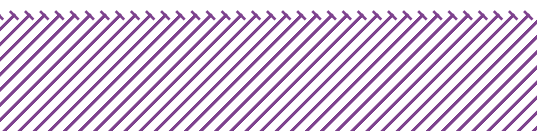
The Privacy and Data Protection Act 2014 was created in September 2014.

The purpose of the Act can be summarised as follows:

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

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

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





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

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

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

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

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

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

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

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

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

This statement appears below.

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

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

LOCAL LAWS

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

Council currently has the following local laws:

Meeting Procedures Local Law No.1

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

Sealing of Documents Local Law No.2

The purposes of this Local Law are to:

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

Community Amenity Local Law No.3

The objectives of this Local Law are to:

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

Smoking Ban Local Law No.4

The objectives of this Local Law are to:

- » Provide for the peace, order and good government of the municipal district
- » Promote a physical and social environment free from hazards to health, in which the residents of the municipal district can enjoy a quality of life that meets the general expectations of the community
- » To achieve these objectives by prohibiting smoking at specified events and in and around specified buildings.





SECTION THREE

OUR COUNCIL

MONASH PROFILE

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

We have a population of 196,789 residents making us the seventh largest municipality in Victoria with the 13th highest population density. The median age of our residents is 38 years old, but 20-24 year olds are the largest population group living in Monash.

Monash is one of the most culturally diverse cities in Australia with 51% of our residents born overseas, well above the Greater Melbourne average. Our largest migrant population comes from China, India, Sri Lanka and Malaysia.

We have a strong economy with our Gross Regional Product estimated at \$16.27 billion, which represents 4% of the state's GSP (Gross State Product).

We are Victoria's largest employment destination outside of the CBD with almost 130,000 jobs offered by the 20,468 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 more higher density housing developments around our activity and neighbourhood centres, and strategic sites within the Monash National Employment and Innovation Cluster (MNEIC) near Monash University's Clayton campus.

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



HISTORY OF MONASH

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

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

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

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

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

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

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


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

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

COUNCIL OFFICES


Monash Civic Centre


 293 Springvale Road
Glen Waverley, 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

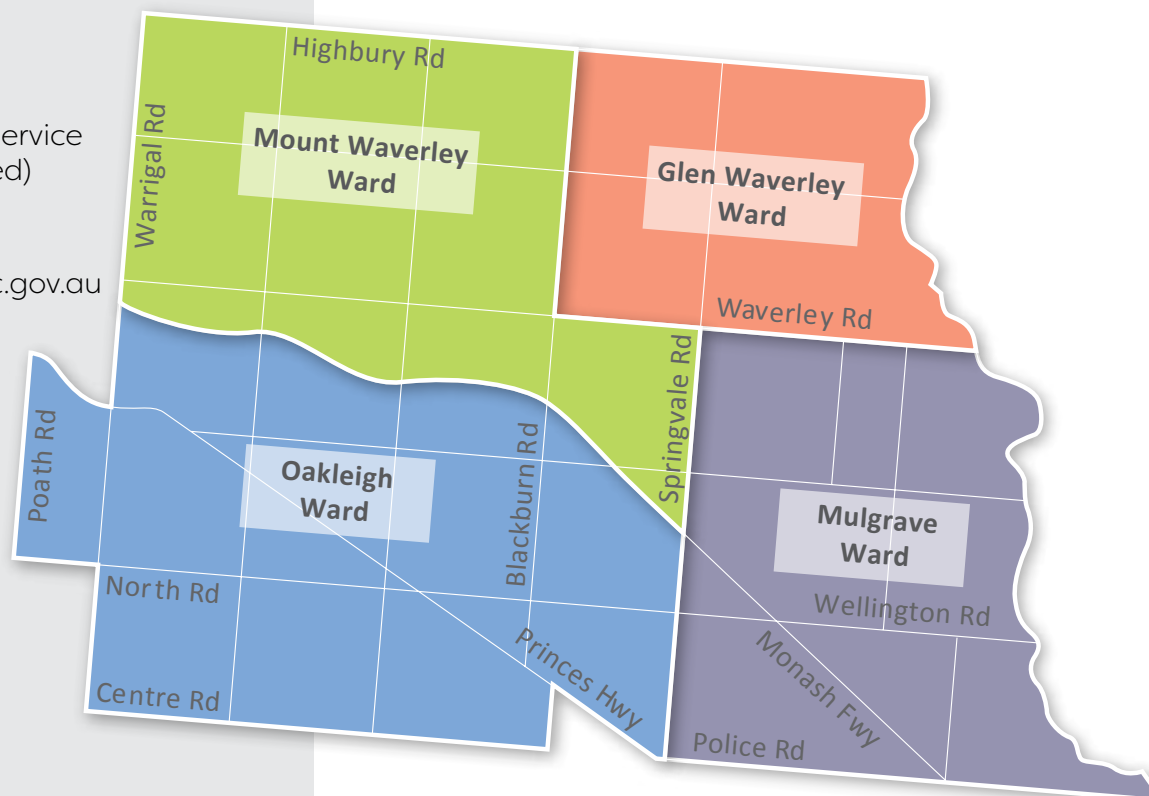
 9518 3555

 9518 3444

National Relay Service
(Hearing Impaired)
1800 555 660

 www.monash.vic.gov.au

 PO Box 1
Glen Waverley
VIC 3150



COUNCILLORS

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

Monash is divided into four wards:

- Glen Waverley
- Mount Waverley
- Mulgrave
- Oakleigh.

Two Councillors represent Glen Waverley ward, while there are three Councillors in each of the other three wards, Mount Waverley, Mulgrave and Oakleigh.

Each year the Councillors vote for a Mayor and Deputy Mayor for the following 12 months. In November 2017, Cr Paul Klisaris was elected Mayor and Cr Shane McCluskey was elected Deputy Mayor.

➤ Glen Waverley Ward



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



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

➤ Mulgrave Ward



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



**Cr Paul Klisaris
Mayor**
9518 3524 /
0412 516 026
Paul.Klisaris@monash.vic.gov.au



**Cr Shane McCluskey
Deputy Mayor**
0466 345 406
Shane.McCluskey@monash.vic.gov.au

➤ Mount Waverley Ward



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



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



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



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

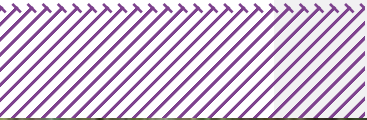


Cr Stuart James
0413 184 250
Stuart.James@monash.vic.gov.au



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

ORGANISATION STRUCTURE



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

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



Chief Executive
Andi Diamond



Chief Operating Officer
Jarrod Doake



Chief Financial Officer*
Danny Wain



Communications
Jo Robertson



People and Culture**
Leanne Wiebenga

City Development
Peter Panagakos



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

Community Development and Services
Julie Salomon



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

Infrastructure
Ossie Martinz



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

* Director Corporate Services Jack Crawford resigned 14 August 2017.

** Executive Manager Human Resources Frank Rog resigned 2 July 2017.

Monash Council Managers

City Development

- ▶ **Architecture and Urban Design** - Ralph Webster
- ▶ **City Planning** - Natasha Swan
- ▶ **Community Amenity** - Greg Talbot
- ▶ **Property** - Mark Gibson
- ▶ **Strategic Planning and Economic Development** - Sean McNamee

Community Development and Services

- ▶ **Aged and Community Services** - Simon Rose
- ▶ **Children, Youth and Family Services** - Chris Thompson
- ▶ **Community Strengthening** - Fee Harrison
- ▶ **Information and Arts** - Jenny Ruffy
- ▶ **Recreation and Aquatics** - Tony Oulton

Corporate Services

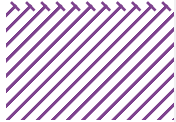
- ▶ **Corporate Performance** - Ross Goeman
- ▶ **Finance Services** - Simone Wickes
- ▶ **Strategic Procurement** - Jason Farrugia

Executive

- ▶ **Business Technology** - Paul Grobler
- ▶ **Communications** - Jo Robertson
- ▶ **People Services** - Vacant

Infrastructure

- ▶ **Capital Works** - Andrew Andonopoulos
- ▶ **Engineering** - James Paterson
- ▶ **Horticulture Services** - Lucas Skelton
- ▶ **Strategic Asset Management** - Chris Lo Piccolo
- ▶ **Sustainable Monash** - Simon Hill



COUNCIL STAFF

Below is a summary of the number of full time equivalent (FTE) employees categorised by employment and gender, as at 30 June 2018. (Note - Casual employees are not included in these figures).

	Female FTE	Male FTE	Total FTE
Band 1	13.6	2.6	16.2
Band 2	8.8	1.8	10.6
Band 3	94.6	74.5	169.1
Band 4	62	24.4	86.4
Band 5	49.19	34.6	83.79
Band 6	55.3	26.5	81.8
Band 7	18.4	15.2	33.6
Band 8	3	2	5
Band Not applicable	87.7	77.7	165.4
TOTAL	392.59	259.3	651.89

Below is a summary of the number of full time equivalent (FTE) Council employees by organisational structure, employment type and gender, as at 30 June 2018. (Note - Casual employees are not included in these figures).

	Executive FTE	Corp Services FTE	Infrastructure Services FTE	Corporate Admin FTE	City Development FTE	Community Development & Services FTE	Total
Permanent FT - Female	14	19.82	36.64	21.85	33	102	227.31
Permanent FT - Male	4	6	129.59	17	34.3	33.7	224.59
Temporary FT - Female	0	0	1	0	1	1	3.0
Temporary FT - Male	0	0	0	0	1	0	1
Permanent PT - Female	1.51	6	3.08	2.54	9.5	139.65	162.28
Permanent PT - Male	0	0	2.58	11.77	0.61	15.6	30.56
Temporary PT - Female	0	0	0	0	0	0	0
Temporary PT - Male	0	0	1	0	2.15	0	3.15
Total	19.51	31.82	197.3	53.16	81.56	268.54	651.89



EQUAL OPPORTUNITY

At Monash, we treat all of our employees fairly, equitably and ensure that diversity and inclusion is embraced. We focus on providing a safe, productive and satisfying work environment where employees are not subjected to harassment, discrimination, bullying or occupational violence of any kind.

In 2018, the People and Culture team delivered a new Workforce Management System. This system has delivered efficiencies including the ability to manage recruitment and on-boarding processes online. It has also allowed us to monitor and manage the process steps via online workflows and status reporting, significantly reducing the time it takes to finalise recruitment and onboarding requirements. The new system has also reduced the amount of paper based processes.

In addition, a dedicated Learning Management platform has allowed employees to participate in compliance training online (e-learning), including overviews of the laws in relation to equal opportunity, bullying and occupational violence and harassment training. The new approach has the ability to apply best practice course content, and includes an employee assessment process to ensure employees are educated and can apply the learnings in practice.



INDUCTION PROGRAM

As part of our comprehensive induction program, all new employees participate in a compulsory online induction.



This ensures that they are appropriately inducted into their new role, as well as educated on important policies and procedures important to Monash.

The online induction is supported by a number of role specific induction modules that new employees are required to complete depending on their work location across the organisation.

All employees are invited to attend a Corporate Induction which gives them the opportunity to meet the CEO and Executive Leadership Team and take a tour of the municipality.

LEARNING AND DEVELOPMENT

We continue to focus on providing professional development opportunities for all employees. The People and Culture team coordinates a series of corporate leadership and other relevant development opportunities to support ongoing learning and education needs.

A learning and development calendar is developed annually following a training needs analysis. The calendar aims to respond to development needs identified during performance and development conversations where employees and their managers identify key development requirements that will support them in their existing roles and with their career aspirations.

Throughout the year, all employees were invited to participate in a number of internal workshops including those that support health and wellbeing, focus on managing two way conversations and giving and receiving feedback and we offered a range of technical training sessions, including using Microsoft and other application training.

Learning and development offerings are in addition to our compliance training, which also includes refresher training on key policies and the Code of Conduct.

Development and training opportunities are also delivered directly by divisions and local teams to meet specific needs, including team building, culture awareness and specific policy training.

Leadership Development

During 2017/18 our front line leaders participated in an authentic leadership half day program that aimed to improve purposeful and authentic conversations. The Authentic Conversations Program was linked strategically to our Leadership Development Framework and “Leading others”. **The program aims to achieve the following outcomes:**

- » Understand the definition and value of authentic conversations
- » Understand why authentic conversations are essential in leadership
- » Reflect on the ability and opportunities to engage in authentic conversations
- » Learn a model of authentic conversations to support engagement with others
- » Understand blockers and enablers to authentic conversations
- » Make a shift to engage in more authentic and meaningful conversations.

Other development initiatives rolled out across the organisation during the year were targeted to build on leadership capability and included a range of delivery methods such as face to face, e-learning, videos and articles, allowing for flexible learning.

Monash is also participating in a research project, ‘Respectful Relations and Work-Life Balance: Keys to Employees’ Wellbeing at Monash,’ in partnership with the Centre for Workplace Leadership (CWL - University of Melbourne).

This research project aims to understand how workplace social interactions and work and home-life factors positively or negatively influence employee health and wellbeing. It is also designed to enhance policies, procedures and practices to improve the quality of work and family for all employees. The project includes a two day knowledge sharing and training program for senior leaders and introduces strategies to reduce unconscious bias, enhance respectful relationships and identify and address inappropriate behaviours. It also aims to improve work-life balance for employees and a new Flexible Working Arrangement Policy and procedure was developed to support this commitment.

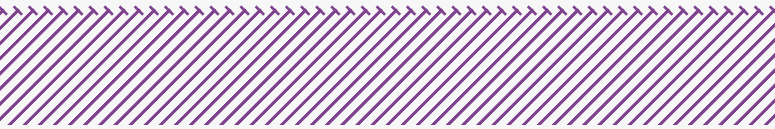
Further program deliverables and action plans will roll over into the next financial year, where sustainable outcomes are expected.

Health and Wellbeing

Our Corporate Health and Wellbeing Program supports Council employees by promoting a balanced and healthy lifestyle. A range of activities were offered throughout the year with a particular emphasis on healthy eating, physical activity and mental health.

A new 'Active Workplace Challenge' program was launched. The 10-week healthy lifestyle challenge was part of our organisation's commitment to support all employees to enhance their health, feel more energised and be injury free. The program comprised a range of healthy eating habit tips, exercise support and the importance of mindfulness. It encouraged team oriented activities that also improved cross collaboration in the organisation.

We continue to provide fruit box participation, focus on events such as 'R U OK Day?' and enable employees to undertake regular health and skin checks as part of our commitment to support employee health and wellbeing.





OCCUPATIONAL HEALTH AND SAFETY

Council has continued its commitment to build on the work environment where the health and safety of all employees is effectively managed.



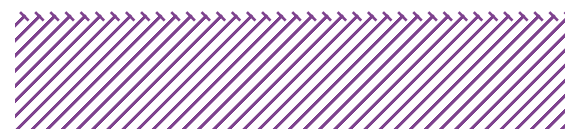
Our efforts in 2017/18 focused on increasing wellbeing, awareness and compliance, with the most significant workplace health and safety initiatives being:

- » Implementation of a new approach to safety data reporting including the redevelopment of lead and lag indicators which help identify our key focus areas and link to our key strategic OHS risks
- » The development of new guiding documentation, including for Lone Workers and safety standards for regulatory alignment
- » Research and trial of a range of personal alarm systems for staff who work alone or in isolation

- » Council's first inventory of first aid kits along with auditing to ensure in-date content
- » Independent recertification of the Infrastructure Safety Management System
- » The pursuit of better practice in injury prevention and management
- » Employee wellbeing initiatives including the flu vaccination program undertaken by Council's Immunisation Unit and immunisations for nominated first aid officers
- » Workstation ergonomic assessments as part of the roll out of new technology and equipment
- » Completion of several contract management seminars for contract supervisors and principle contractors
- » The ongoing provision of Council's Employee Assistance Program for employees requiring support and or counselling for work and non-work related matters.

The Corporate Health and Safety Committee met on four occasions during the year with participants informed and/or involved in discussions on safety standards, project initiatives and issues related to occupational health and safety.

Council's dedicated Safety Unit responded to a broad range of workplace topics ranging from technical issues requiring in-depth research, act and regulations compliance queries, and investigations and risk mitigation strategies to ensure the health and safety of persons at or near the workplace was maintained.







SECTION FOUR

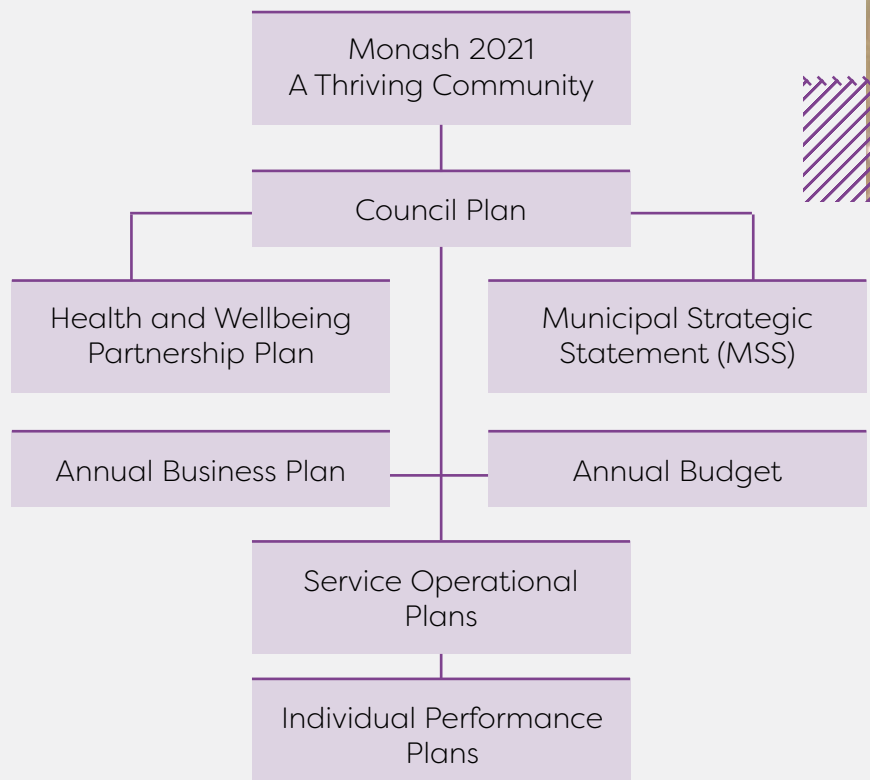
OUR PERFORMANCE

COUNCIL'S STRATEGIC PLANNING FRAMEWORK

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

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

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





› Council Plan

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

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

› Performance

Council's performance in 2017/18 is outlined in this Annual Report against these Strategic Objectives, demonstrating how we are achieving the initiatives in our Council Plan 2017-2021. Our performance is documented in the following pages and has been measured on:

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

Strategic Objective One: A LIVEABLE AND SUSTAINABLE CITY

COMMUNITY OUTCOME

What this means

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

What we will achieve over the next four years

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

Strategies to achieve this outcome over the next four years:

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

The following statement reviews the performance of Council against the Council Plan 2017-2021 including results achieved in 2017/18 in relation to the strategic indicators included in the Council Plan.



How we will we do this

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

Priority projects over the next four years:

- » 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 and Huntingdale Station redevelopment
- Westall Road extension
- » Implementing a new Waste Strategy
- » Continue to implement the Environmental Sustainability Strategy 2016-2026
- » Reducing Council's impact on climate change
- » Work to preserve and expand our tree canopy.



The following statement provides information in relation to the services funded in the 2017/18 budget and the persons or sections of the community who are provided the service.

*Numbers have been rounded up to nearest dollar amount.

Service area	Description of services provided	Net Cost Actual Budget Variance \$000
City Planning	The City Planning Department is the point of contact for residents enquiring about planning applications and building permits. The Department comprises Statutory Planning and Building Services and receives both applications for planning permission and building permission, as well as other applications for Council's 'consent' relating to planning and building. The Department is also responsible for inspecting buildings, structures, swimming pools and fences and Essential Safety Measures as well as investigating potential breaches in planning and/or building provisions.	1,612 <u>1,421</u> (191)
Strategic Planning and Economic Development	<p>The Strategic Planning and Economic Development Department is responsible for facilitating and guiding the strategic directions of Monash to foster sustainable economic development, growth and prosperity throughout the municipality.</p> <p>This includes:</p> <ul style="list-style-type: none"> » Structure Planning work in and around Activity Centres » Development of the housing strategy to provide greater certainty about where different types of development may be appropriate » Facilitating training and support services to business and encouraging environmental sustainability practices » Supporting a cluster of 'high technology enterprises' » Facilitating new business investment » Encouraging further growth in Activity Centres » Advocating for the framework to encourage ongoing infrastructure development and management. 	1,285 <u>1,690</u> 406



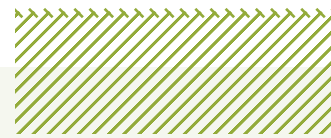
Service area	Description of services provided	Net Cost Actual Budget Variance \$000
Community Amenity	<p>The Community Amenity department consists of two teams: Community Laws and Public Health. The primary role of these teams is to ensure that regulatory controls are complied with to help Monash residents enjoy the area, maintain a safe environment, and manage issues that may cause a nuisance.</p> <p>The units' specific roles include:</p> <ul style="list-style-type: none"> » <i>Community Laws Unit</i> - responsible for parking control; animal management; administering and enforcing Council's local laws; and providing school crossing supervision » <i>Public Health Unit</i> - delivers a range of support services designed to maintain and improve public health, safety and wellbeing of the local community using health protection mechanisms of education, prevention, monitoring and enforcement, health program development, and promotion of health awareness. 	<p>(1,247)</p> <p><u>(980)</u></p> <p>267</p>
Sustainable Monash (Waste Services)	<p>Sustainable Monash provides a range of community services which are integral to maintaining a healthy and clean municipality. Sustainable Monash covers services and projects including:</p> <ul style="list-style-type: none"> » Waste Management - Kerbside residential and commercial collection of waste, recyclables, greens, annual hard rubbish, and landfill management » Waste Transfer Station - A facility for the community to dispose of domestic waste » Cleansing Operations - scheduled/unscheduled road and precinct » Sweeping, public amenities and public space cleansing, and management of skip bins and mobile bins » Waste Projects - Implementation of Litter Action Plan, management of charity bins, and graffiti/sharps management » Sustainability Unit delivers on the seven key priorities of the Environmental Sustainability Strategy which include enhancing our urban ecology, reducing waste, improving water efficiency and addressing climate change. We do this through partnerships with key stakeholders, education and engagement of staff, businesses and community, and report on our achievements. 	<p>16,287</p> <p><u>15,240</u></p> <p>(1,047)</p>

Actions in 2017/18

Strategic Indicator/ measure	Progress
<p>1.1 Continue to inspect overhanging vegetation throughout the municipality.</p>	<p>Achieved. The Overhanging Branches Program was successfully delivered with each street in Monash inspected at least once.</p>
<p>1.2 Prepare and implement the Domestic Animal Management Plan.</p>	<p>Achieved. Council adopted the Domestic Animal Management Plan 2017-2021 at its meeting in October 2017. Since its adoption we have:</p> <ul style="list-style-type: none"> » Put messages promoting responsible pet ownership on our Animal Management vehicles » Started using stencils and biodegradable chalk paint to post messages in parks and on footpaths about the need to pick up after dogs » Cross referenced Council's registration database with microchip databases, which has resulted in more than 350 new animal registrations.
<p>1.3 Conduct a feasibility study for options on the site proposed for the Montclair Car Park.</p>	<p>Progressing. Following Council's decision to abandon the Central Carpark project in Glen Waverley in March 2018, the design options for a new multi-deck car park at Montclair Avenue are in the process of being developed and costed. A report will then be submitted to Council for consideration of the options, undertaking community consultation and before proceeding to detailed design.</p>
<p>1.4 Progress the review of the Monash Planning Scheme.</p>	<p>Achieved. The review of the Monash Planning Scheme was completed in June 2018. However, the Department of Environment Water, Land and Planning is undertaking a review of the structure of planning schemes. As part of the Smart Planning Program, the department is proposing changes to the form and content of planning schemes which may be implemented by the Minister for Planning in mid-2018 as an amendment to the Victoria Planning Provisions. Due to this impending change, the deadline for completion of the Monash Planning Scheme Review has been extended to allow Council to incorporate the changes from the Smart Planning Program. The review will be reported to Council in the second half of 2018 once the Smart Planning Program has been released.</p>
<p>1.5 Commence the development of the Huntingdale Structure Plan.</p>	<p>Achieved. Consultants have been appointed to undertake the Huntingdale Structure Plan in February 2018 and work has commenced on the development of the background reports. The Structure Plan will provide a vision for the future growth and development of the centre.</p>
<p>1.6 Commence the development of the Mount Waverley Structure Plan.</p>	<p>Achieved. Consultants have been appointed to prepare the Mount Waverley Structure Plan. They have commenced work on the development of the background reports. The Structure Plan will provide a vision for the future growth and development of the centre.</p>

Strategic Indicator/ measure	Progress
<p>1.7 Continue to advocate on key issues impacting our City: reducing the impact of large single dwellings and retirement villages on neighbourhood character and amenity.</p>	<p>Achieved. Part of the changes to residential zones that were approved in April 2018 involved the introduction of a Neighbourhood Residential zone to sensitive areas of Monash. Council is advocating for increased protections for neighbourhood character as part of the State Government review into Retirement Villages and Aged Care Facilities.</p>
<p>1.8 Complete the Monash Economic Development Strategy 2017-2021.</p>	<p>Achieved. In May 2018, Council adopted the revised Monash Economic Development Strategy which is designed to build on and reinforce the City of Monash as 'First for Business', whilst responding to the Monash Economic Profile Report - June 2017.</p> <p>The strategy focuses on the following four key areas:</p> <ul style="list-style-type: none"> » Support for Business: start, grow and prosper » Places for Business: connected, accessible quality and diverse employment precincts » Diversity in Business: facilitating economic growth and prosperity through diversity, collaboration and innovation » Attracting Business: investment, industry leaders, innovators and emerging talent.
<p>1.9 Implement the 2017/18 funded priorities in the Environmental Sustainability Strategy.</p>	<p>Achieved. Highlights for 2017/18 include:</p> <ul style="list-style-type: none"> » Implementing the Environmentally Sustainable Development Policy. The Sustainability Unit is working with City Planning to develop support for statutory planning officers assessing applications under the policy. Statutory planning officers have been trained in the basics of the policy » Developing and implementing a Sustainable Building and Infrastructure Policy. A desktop review of other Council policy has been completed. The Implementation Plan has been prepared and approved by the Executive Leadership Team. Three working group meetings have been completed and a draft plan is underway » Ecological assessments were undertaken to record baseline data for conservation reserves under Council management and to identify habitat corridors across the municipality and catchment scale. The baseline assessments are complete, and an Urban Biodiversity Strategy is being finalised to present to Council and the community » Raise local awareness and appreciation of biodiversity and urban ecology. The Gardens for Wildlife project is continuing and bird watching and native gardening workshops have been held for residents » A feasibility study to determine a greenhouse gas reduction target/renewable energy targets for Council was completed along with recommendations on how to achieve these targets. A Draft Emissions Reduction Strategy was completed

Strategic Indicator/ measure	Progress
<p>1.9 Implement the 2017/18 funded priorities in the Environmental Sustainability Strategy.(cont.)</p>	<ul style="list-style-type: none"> » Completed a strategic asset and procurement whole of lifecycle business case. This included an EcoBuy annual assessment which showed a 4% environmental spend. EcoBuy will be engaged to provide additional support » Developed and strengthened relationships with local universities, TAFEs, innovation and research organisations to deliver evidence based sustainability outcomes and research across priority areas. This was achieved through a renewable energy survey which is almost complete » Designed and delivered sustainability education and behaviour change programs and services that are culturally inclusive and cater for different demographics. This included the Love Food Hate Waste program and sustainability promotions at Council events, plus a range of workshops on composting etc.
<p>1.10 Commence the Monash Canopy Vegetation and Landscape Strategy and commence implementation into the Monash Planning Scheme.</p>	<p>Progressing. The Strategy was commenced and Council at its May 2018 meeting resolved to commence community consultation on the draft Monash Urban Landscape and Canopy Vegetation Strategy. The strategy looks at what defines 'garden city' character, what can be done to improve this characteristic and how to balance development and greening of the landscape. Council will consider the feedback from the community on this strategy and its integration into the Monash Planning Scheme.</p>
<p>1.11 Advocacy under the Integrated Transport Strategy impacting our City: Rowville Rail, Huntingdale Station redevelopment and Westall Road extension.</p>	<p>Achieved. We have continued to advocate to the State Government to consider either a light rail option along Dandenong Road or heavy rail option from Huntingdale Station to Monash University. The Federal Government and State Government have announced funding for the rail link and Council has been involved in various working groups of interested parties such as Monash University and Chadstone Shopping Centre. In relation to Westall Road, Council has made submissions to VicRoads expressing our views as the business case for the proposed road extension is being prepared.</p>
<p>1.12 Implement funded initiatives from the Integrated Transport Strategy.</p>	<p>Achieved. Council's Transport Engineers are working to deliver safety improvements for cyclists and pedestrians on the trail from Syndal to Clayton Stations and through upgrades to Scotchmans Creek Trail.</p>
<p>1.13 Complete the development of the Waste Strategy and commence implementation.</p>	<p>Achieved. The Waste Management Strategy was endorsed by Council on 30 January 2018. An implementation plan is currently being prepared and some initiatives are already being progressed including:</p> <ul style="list-style-type: none"> » Investigations into new technologies to reduce waste to landfill and additional recycling opportunities through extra drop off facilities » The user pays At-Call Hard Waste collection commenced on 1 July 2018.

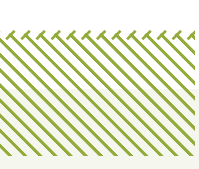


Service Performance Indicators

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
	2015	2016	2017	2018	
Statutory Planning Timeliness Time taken to decide planning applications <i>(The median number of days taken between receipt of a planning application and a decision on the application)</i>	80	87	99	94	Council's application numbers increased significantly over the last few years, which resulted in high overall application numbers and a rise in the time taken to finalise applications. Work to reduce the backlog commenced in 2016/17 continues to have a positive effect and is seeing a continuing improvement in the time taken to decide applications. Council has again decided more application than it received for this financial year.
Service Standard Planning applications decided within required time frames <i>(The percentage of regular and VicSmart planning application decisions made within legislated time frames)</i>	74.0%	67.0%	65.71%	72.09%	The unit has achieved a 7% increase in performance compared to last year. This improvement is reflective of the concerted focus on increasing the number of applications decided in time, following the reduction of the backlog of applications from previous years. For the 2014-2017 reporting period application numbers steadily increased due to favourable economic and market conditions. Over the past 12 months application numbers have stabilised.

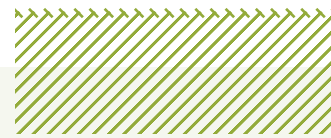




Service/Indicator/ measure	Results				Material Variations
	2015	2016	2017	2018	
<p>Service cost Cost of statutory planning service (The direct cost of the statutory planning service per planning application received)</p>	\$1,537	\$1,442	\$1,910	\$2,157	<p>The cost for the service has trended upward as a result of additional resources required due to the increase in applications received over the previous three years. The resources have focussed on deciding applications and the subsequent increased demands at VCAT, and has assisted in the decrease in the time taken to decide applications as well as an increase in applications decided in time. With the workload more balanced it is expected the cost of service will begin to decline over the coming years if the current number of applications received remains steady.</p>
<p>Decision making Council planning decisions upheld at VCAT (The percentage of planning application decisions subject to review by VCAT that were not set aside)</p>	49.00%	55.00%	39.58%	45.95%	<p>We continue to see appeal numbers high but not disproportional to total numbers of applications received and determined. Amendment C125 is a seriously entertained policy by Council but as the Minister has not introduced the full amendment into the planning scheme it is still not being given full regard at VCAT and this is having an impact on this statistic. We expect that if the amendment is approved by the Minister and given greater regard at VCAT this statistic will continue to improve. A continuing trend is new plans being substituted at VCAT, resulting in an improved proposal and outcome for Monash. In 54% or 43 of cases heard this financial year, plans were substituted to effectively address Council's concerns and to be in line with Council policy. Had these plans been submitted to Council for consideration the number of VCAT cases 'set aside' would only have been 25% and 75% of VCAT determinations found to be in favour of Council.</p>

Service/Indicator/ measure	Results				Material Variations
	2015	2016	2017	2018	
Animal Management Timeliness Time taken to action animal management requests <i>(The average number of days it has taken for Council to action animal management related requests)</i>	1.52	1.46	1.47	1.49	There has been a steady increase in the number of animal management requests received over the past years, with 2,444 requests received in the current period. This is a significant increase of 30% (or 566 extra) compared to the previous reporting period. Despite the significant increase in request numbers this year, there is only a slight increase of 0.02 in the time taken to action requests and officers still managed to continue to respond to requests within 48 hours.
Service Standard Animals reclaimed <i>(The percentage of collected registrable animals under the Domestic Animals Act 1994 reclaimed)</i>	100%	29.55%	41.07%	54.76%	There has been a steady increase in the number of animals reclaimed over the past years with 54.7% of animals reunited with their owners in the current period, compared to 41.07% in the previous reporting period. This is due to a decrease in the number of animals collected and a significant increase in the number of animals reclaimed by their owners. As with previous years, all registered animals collected were reclaimed by their owners. It should be noted that the 2014/2015 result relates solely to the number of registered animals collected and reclaimed, which was the measure at that time.
Service cost Cost of animal management service <i>(The direct cost of the animal management service per registrable animal under the Domestic Animals Act 1994)</i>	\$58.08	\$49.44	\$62.48	\$61.38	Despite the steady increase in the number of animal management requests received over the past years, there has been minimal variation in the cost of the service over the four years.

Service/Indicator/ measure	Results				Material Variations
	2015	2016	2017	2018	
Health and Safety Animal management prosecutions <i>(The number of successful animal management prosecutions)</i>	6	7	11	12	There has been one additional prosecution compared to the corresponding previous reporting period. However there has been an increase in the number of prosecutions compared with the 2014/15 and 2015/16 reporting periods. This figure is largely dependent on the number of animal management related offences reported to Council and the outcomes of the investigations into these matters.
Service cost Cost of food safety service <i>(The direct cost of the food safety service per food premises registered by Council, or for which Council has received notification, during the year)</i>	\$556.58	\$526.79	\$487.62	\$471.44	The cost of the food safety service has slightly decreased compared with 2016/17. The reduction in legal cost expenditure as a result of less prosecutions has contributed to a reduction in the overall cost of the service.
Health and safety Critical and major non-compliance outcome notifications <i>(The percentage of critical and major non-compliance outcome notifications that are followed up by Council)</i>	100%	99.73%	97.08%	100%	All Major and Critical Non-Compliance notifications have been followed up throughout the 2017 calendar year with respect to the reporting requirements.
Waste collection Satisfaction Kerbside bin collection requests <i>(The number of kerbside bin collection requests per 1,000 kerbside bin collection households)</i>	74.53	80.28	61.44	56.90	Bin requests are consistently declining due to improved contractor performance.



Service/Indicator/ measure	Results				Material Variations
	2015	2016	2017	2018	
Service standard Kerbside collection bins missed <i>(The number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts)</i>	4.87	4.38	2.22	2.76	Missed bin requests shows a pattern of improvement due to improved contractor performance. A small increase from last year but the result remains a high performing missed bin rate below target of 3 (or 0.03%).
Service cost Cost of kerbside garbage bin collection service <i>(The direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin)</i>	\$94.23	\$89.23	\$89.48	\$96.83	Increased cost of service in 2017/18 reflects increase costs due to collection vehicles having to travel further to disposal locations.
Cost of kerbside recyclables bin collection service <i>(The direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin)</i>	\$14.27	\$14.17	\$14.72	\$18.25	The significant increase in recycling costs in 2017/18 is due to the recycling ban by China and the associated increase in disposal costs in the last quarter of the financial year
Waste diversion Kerbside collection waste diverted from landfill <i>(The percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)</i>	53%	51%	52%	51%	Diversion rates are steady over the four year period, however tonnages are marginally dropping each year.

Strategic Objective Two: INVITING OPEN & URBAN SPACES

COMMUNITY OUTCOME

The following statement reviews the performance of Council against the Council Plan 2017-2021 including results achieved in 2017/18 in relation to the strategic indicators included in the Council Plan.

What this means

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

What we will achieve over the next four years

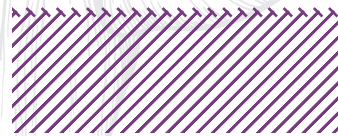
We will work to plan and prioritise our infrastructure requiring renewal, modernisation and redevelopment.

Strategies to achieve this outcome in the next four years:

- » 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 horticultural services, Active Monash, engineering, property management, capital works, strategic asset management and urban design and development of the open space strategy.



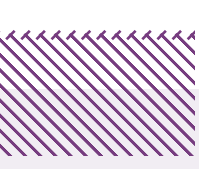
Priority projects over the next four years:

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

The following statement provides information in relation to the services funded in the 2017/18 budget and the persons or sections of the community who are provided the service.

*Numbers have been rounded up to nearest dollar amount.

Service area	Description of services provided	Net Cost Actual Budget Variance \$000
Strategic Asset Management	<p>Strategic Asset Management provides a range of support services for Council, the Division and the Monash Operations Centre (MOC) and provides a high level of response and scheduled programs in trade related matters.</p> <p>The services include:</p> <ul style="list-style-type: none"> » <i>Fleet Management</i> - Vehicle and plant maintenance, repair and store control » <i>Infrastructure Maintenance</i> - Drainage maintenance, road asset maintenance, after hours service; and emergency management support to MERO » <i>Facility Maintenance</i> - Building and structures maintenance, facility programs, facility services, infrastructure systems and asset management. 	<p>11,435</p> <p>11,493</p> <hr style="width: 50%; margin-left: auto; margin-right: 0;"/> <p>58</p>

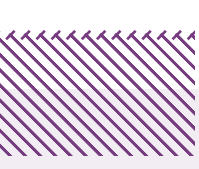


Service area	Description of services provided	Net Cost Actual Budget Variance \$000
Capital Works	<p>The Capital Works Department is responsible for:</p> <ul style="list-style-type: none"> » The delivery of Civil Construction projects » Building and Reserves related projects from the Capital Works program » Key role in the development of Council’s annual and long term Capital Works Program » Planning and delivery of road and footpath renewal and maintenance programs » Inspection of roads and footpaths in accordance with the Road Management Plan » Inspection of assets on reserves and development of works programs » Certification of subdivision / major private development construction that create assets that will be handed over to Council once completed » Administration of contracts undertaken by the Infrastructure Division. 	<p>2,740</p> <p><u>2,332</u></p> <p>(408)</p>
Engineering	<p>The Engineering Department administers, monitors and co-ordinates a comprehensive Capital Improvement Program to meet the Council’s infrastructure requirements and the needs of the general public.</p> <p>The Department manages a diverse portfolio and is broken up into four main areas:</p> <ul style="list-style-type: none"> » Transport Engineering, including bicycle facilities » Development Engineering, including drainage » Engineering Design » Asset Protection and Contracts. <p>Other customer service tasks that the Department is involved with are:</p> <ul style="list-style-type: none"> » Street and Reserve Lighting - upgrades and requests » Shared Fencing with Council properties » Legal Points of Discharge » Council Permits ranging from vehicle crossings to asset protection » Drainage plan and Use of Easement approvals. 	<p>2,496</p> <p><u>2,655</u></p> <p>159</p>

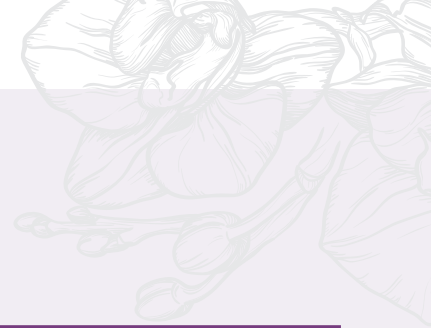


Service area	Description of services provided	Net Cost Actual Budget Variance \$000
Property	<p>The Property Department is responsible for the contractual management, sale and facilitation of development of Council-owned or managed properties.</p> <p>This includes:</p> <ul style="list-style-type: none"> » Facilitating private and public development on Council land to enhance the economic viability of the area » Conducting feasibilities for potential development of major facilities such as car parks within activity centres or sports pavilions in reserves » Management of the purchase or sale of land required for or surplus to Council needs » Management of leases, licences and agreements associated with Council properties. 	<p>446</p> <p>464</p> <hr/> <p>18</p>
Horticultural Services	<p>Horticultural Services provides a range of services for the maintenance of horticulture and associated assets for Council managed public land.</p> <p>The department is made up of three service areas:</p> <ul style="list-style-type: none"> » <i>Sport and Park Maintenance Services</i> - Sportsgrounds for a range of sports and levels of sport, two golf courses, Glen Waverley (18 holes) and Oakleigh (9 holes), irrigation systems maintenance, local parks maintenance and planting » <i>Heritage and Conservation Services</i> - Ornamental garden maintenance at major activities centres and complexes, bushland area maintenance, revegetation, bushland fire management practices and playground maintenance » <i>Arboricultural Services</i> - cyclic pruning programs for street trees, routine tree risk audits, tree planting and establishment, electric line vegetation clearance, and pest control. 	<p>12,624</p> <p>12,750</p> <hr/> <p>127</p>



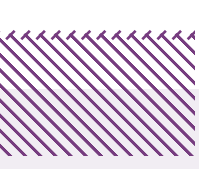


Service area	Description of services provided	Net Cost Actual Budget Variance \$000
Urban Design and Architecture	<p>The Urban Design and Architecture Department's role is to guide city design and assist Council in making the City of Monash a more liveable and sustainable city.</p> <p>This includes:</p> <ul style="list-style-type: none"> » Providing a multi-disciplinary range of environmental planning, heritage planning and design, urban design, landscape design, architectural and project management services to all Council departments » Planning for 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 » Supporting and enhancing Council plans for community health and well-being, as well as development of social capital and social equity. 	<p style="text-align: right;">586 875 <hr/>289</p>
Active Monash	<p>Active Monash comprises Aquatics and Leisure Services, and Recreation Services, and supports improved community health and wellbeing through active participation in sports and leisure activities.</p> <p><i>Recreation Services</i> – This Unit has four responsibility areas including: strategy and policy development; capital works planning and development; facility management; and club development and support; and programs. Recreation delivers a large annual capital works program upgrading playgrounds, sports pavilions and facilities and other associated works to support local grassroots sport and recreation.</p> <p>The Aquatic and Leisure Services Business Unit – This Unit manages the following centres:</p> <ul style="list-style-type: none"> » Clayton Aquatics and Health Club (CAHC) » Monash Aquatic and Recreation Centre (MARC) » Oakleigh Recreation Centre (ORC) 	<p style="text-align: right;">522 239 <hr/>(282)</p>



Actions in 2017/18

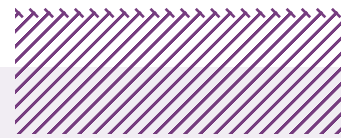
Strategic Indicator/ measure	Progress
2.1 MAJOR INITIATIVE 1 Refurbishment of Mount Waverley Community Centre and Mount Waverley Youth Centre.	Progressing: Mount Waverley Youth Centre refurbishment has been completed. This included ceiling updating, new floor coverings, painting of walls. Works at the Mount Waverley Community Centre are at fit out stage. Delays were experienced due to the age of the building and past use of asbestos. It is expected refurbishment works will be completed in late August 2018.
2.2 MAJOR INITIATIVE 2 Complete the construction of Scammell Reserve Pavilion.	Achieved: The \$2.9 million Scammell Reserve Pavilion was completed in April 2018. It includes female friendly change rooms, a unisex toilet, new change rooms for umpires, a community meeting space, undercover spectator area and improved storage facilities.
2.3 MAJOR INITIATIVE 3 Complete the construction of Central Reserve Pavilion.	Achieved: Construction of the \$1.6 million Central Reserve Pavilion in Glen Waverley was completed in late 2017 with access available to user clubs for the start of the 2018 season.
2.4 MAJOR INITIATIVE 4 Commence redevelopment of the Oakleigh Recreation Centre & Waverley Gymnastics Centre.	Achieved: The concept design was approved in April 2018. The design development and cost plan are expected to be approved in September. The project is expected to go to tender late in 2018 with construction to start in 2019.
2.5 MAJOR INITIATIVE 5 Commence the reconstruction of Atherton Road, Oakleigh (Warrigal Road to Clyde Street).	Progressing: The Atherton Road works had to be retendered after an unsatisfactory response to the initial tender. The pavers have been delivered to Council's storage. Works are scheduled to commence later in 2018.
2.6 MAJOR INITIATIVE 6 Implement the Asset Management Strategy and review Asset Management Plans - Buildings, Roads & Footpaths.	Achieved: Reviews of Asset Management Plans (AMPs) for Buildings, Roads and Footpaths were completed. Plans were presented to the Asset Management Steering Group on 29 June 2018. The Asset Management Strategy is in its third year of implementation. During the year we reviewed the Asset Management Policy which was adopted by Council on 27 March 2018; revised the Structures AMP; developed a new AMP for Plant and Equipment; reviewed the Road Management Plan and completed community consultation on the plan for Council endorsement in 2018/19; completed reviews on the Buildings, Roads and Footpaths AMPs; continued improvements to Council's asset management information system; and completed condition assessments on buildings, pool shells, sportsground lighting and playgrounds in parks.



Strategic Indicator/ measure	Progress
2.7 Complete Brandon Park Community Centre refurbishment – roof renewal, air conditioning and building fit out.	Achieved: Works at Brandon Park Community Centre were completed in May 2018 on time and on budget.
2.8 Complete Southern Community Centre refurbishment – roof renewal, air conditioning, and building fit out.	Achieved: Works at Southern Community Centre were completed in June 2018 on time, with a \$20,000 overspend on the budget due to unforeseen issues in the roof renewal part of the project.
2.9 Continue with the process for the possible sale and redevelopment of the Glen Waverley Central Car Park site.	Achieved: In March 2018, Council decided not to proceed with a possible major redevelopment in Glen Waverley to create a new community precinct, including a state-of-the-art library and town square on the Council-owned Central Car Park site. The project aimed to deliver a vision set out in the Glen Waverley Activity Centre Masterplan and was the subject of extensive planning and community consultation over more than five years.
2.10 Finalise the Monash Open Space Strategy and commence implementation into the Monash Planning Scheme.	Achieved: After community consultation Council considered feedback on the draft Monash Open Space strategy in February 2018. Council has started to prepare a revised public open contribution policy based on the finalised strategy and this will be implemented into the Monash Planning Scheme in 2019.
2.11 Renew four playspaces: Fiander Avenue Reserve, Murumba Drive Reserve, Netherby Avenue Reserve, and Pascall Street Reserve.	Achieved: The playspaces at Fiander Avenue Reserve; Murumba Drive Reserve, Netherby Avenue Reserve, and Pascall Street Reserve were completed on time and within budget.
2.12 Build two new playspaces: Samada Street and Montpellier Estate.	Achieved: Both the Samada Street and Montpellier Estate playspaces were completed on time and within budget.
2.13 Conduct the Oakleigh Sport & Recreation Precinct Feasibility Study.	Achieved: The Oakleigh Sport and Recreation Precinct Feasibility Study was completed in June 2018 and will help inform the future use of the sites.
2.14 Complete the Sports and Recreation Strategy to inform the renewal and upgrade of key sports infrastructure.	Achieved: Fees and Charges Policy and Active Reserves Facility Hierarchy Policies was adopted by Council on 27 February 2018. The capital works priorities framework was completed in March 2018.

Strategic Indicator/ measure	Progress
2.15 Progress the construction of Columbia Park Pavilion.	Achieved: Construction of Columbia Park Pavilion in Wheelers Hill has commenced. The project is scheduled for completion in December 2018.
2.16 Complete Central Reserve South oval car park and lighting upgrade.	Achieved: The Central Reserve South Oval car park and lighting upgrade was completed in May 2018.
2.17 Progress the upgrade of Mulgrave Reserve playing surface.	Achieved: The upgrade of Mulgrave Reserve playing surface was completed in May 2018.
2.18 Progress the Integrated Early Years Hub – Albany Rise Primary School Partnership (pending State Government funding).	Abandoned: Monash was unsuccessful in attracting State Government funding for this hub. The project is on hold until a further funding opportunity arises.
2.19 Conduct the Mulgrave Library Services Feasibility Study.	Achieved: The Mulgrave Library Feasibility Study involved an analysis of the current use of the library and options for further service development. The study has been completed and recommendations have been developed to increase access to the library for the Mulgrave community.
2.20 Complete footpath priority works as identified in the Asset Renewal Program.	Achieved: Footpath works were completed for the year at priority sites throughout Monash.
2.21 Complete road resurfacing priority works as identified in the Asset Renewal Program.	Achieved: The Local Road Resurfacing Program was completed for the year at priority sites throughout Monash. These included: Windsor Avenue, Hillview Avenue, Bruce Street and Rowan Court in Mount Waverley; Glencairn Street, Mulgrave; Brookwood Street and Johnson Drive in Glen Waverley and Brandon Park Drive, Wheelers Hill. Works included replacement of sections of concrete kerb and channel and pavement patching prior to resurfacing the streets.
2.22 Path upgrades including – Ashwood Drive and Phoenix Drive.	Achieved: Path upgrades at both Ashwood Drive, Ashwood and Phoenix Drive, Wheelers Hill were completed during the first quarter of 2017/18.
2.23 Upgrade shared paths – Waverley Rail Trail, Chadstone.	Achieved: The upgrade of the section of the Waverley Rail Trail from Huntingdale Road to Beatrice Street in Chadstone was completed in June 2018.
2.24 Upgrade shared paths – Scotchmans Creek Trail, Glen Waverley.	Progressing: This project was not completed due to the delay it took to get approval from Melbourne Water for a concrete path due to possible water main works. Approval has now been obtained for a temporary path so the project is scheduled for 2018/19.

Strategic Indicator/ measure	Progress
<p>2.25 Complete drainage Asset Renewal program including - Northam Street, Glen Waverley; Dandenong Road, Hughesdale; Margaret Street, Clayton; and North Road, Oakleigh South.</p>	<p>Progressing: All of these drainage projects were completed by the end of June 2018 except for the Dandenong Road project which has been designed and tendered and was expected to be awarded at the July 2018 Council meeting.</p>
<p>2.26 Implement funded priorities from the Street Tree Strategy.</p>	<p>Achieved: Year two actions in the Street Tree Strategy have been successfully implemented including: 950 trees assessed by our arborists across 16 streets, 12 community consultations, 30 resident enquiries received, 233 votes received for preferred tree species, 143 trees approved for removal, 113 replacement trees approved and a further 195 additional trees approved for planting in vacant sites. A total of 308 trees are expected to be planted from July to September 2018. The tree species chosen by residents range from Lemon Scented Gums to Crepe Myrtles. Establishment of the trees planted as part of Year one of the strategy continues to support a strong foundation for the street trees in the future.</p>
<p>2.27 Reserve improvement Program including Beverley Grove and Heany Street Reserve.</p>	<p>Achieved: Works have been completed at nine reserves as part of the Reserve Improvement Program. These include: Essex Heights, Tally Ho, Ashwood, Reg Harris, Central, Adelaide Avenue, Jack Edwards and Lum. The improvements range from construction of landscape style retaining walls, planting of ground covers, understorey and canopy trees, new garden bed edging and renewing high use areas with turf and granitic sand. The works will ensure the reserve spaces can thrive environmentally, while also providing adequate and safer social spaces. Consultation and design has progressed on four reserves which will result in works being completed during the planting season in September and early October 2018. The reserves are: Beverley Grove and Heany Street, Napier Park, Sunnybrook Drive and Freeway Reserve.</p>
<p>2.28 Expand the Monash Pride Crew Expansion Program to additional sites.</p>	<p>Achieved: The highly successful Monash Pride Crew initiative was expanded in 2017/18 to include a fourth site which covers Mount Waverley, Pinewood and Huntingdale Shopping strips. This expansion will help to improve customer service and service standards in these shopping areas.</p>
<p>2.29 Implement the revised Litter Action Plan.</p>	<p>Achieved: The Litter Action Plan has been completed and is being updated to include relevant actions from the Waste Management Strategy. Implementation of the plan will commence in 2018/19 with actions listed in the Sustainable Monash Business Plan. A trial will be undertaken using a Litter Enforcement Officer to provide education and enforcement to reduce dumped rubbish.</p>



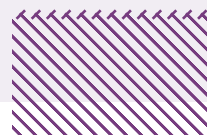
Service Performance Indicators

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
	2015	2016	2017	2018	
Aquatic Facilities					
Service standard Health inspections of aquatic facilities (The number of inspections by an authorised officer within the meaning of the Public Health and Wellbeing Act 2008 carried out per Council aquatic facility)	1	1.33	1	0.67	The aquatic centres have a least one inspection per year, however the annual inspection of the Oakleigh Recreation Centre was not completed by 30 June 2018. Aquatic centres are each subject to a comprehensive in-house water testing regime that is independently verified by an external service provider. Random water testing is also conducted by Environmental Health Officers however, due to the seasonal nature of the Oakleigh Recreation Centre a test did not occur during the reporting period.
Reportable safety incidents at aquatic facilities (The number of WorkSafe reportable aquatic facility safety incidents)	1	1	1	3	There was an increase in reportable incidents in 2017-18 compared to the three previous years. These occurred as a result of medical conditions and illness experienced by patrons which was beyond the control of staff. Policies and protocols were followed by Council staff to assist patrons during these episodes.
Service cost Cost of indoor aquatic facilities (The direct cost less any income received of providing indoor aquatic facilities per visit)	\$0.28	\$0.30	\$0.26	\$0.62	Increased subsidy per visit due to decline in aquatic entrance and swim school revenue at Clayton and increased operating costs at MARC, specifically reactive building maintenance, utilities and increased cleaning standards.



Service/Indicator/ measure	Results				Material Variations
	2015	2016	2017	2018	
<p>Utilisation Utilisation of aquatic facilities (The number of visits to aquatic facilities per head of municipal population)</p>	9.13	8.50	8.53	8.25	Population in the municipality has increased by 3.4% while the overall attendance remains relatively stable, with more than 50,000 annual visits to MARC to more than 1 million visitors overall. There was a small drop in attendances at Clayton and a drop of approximately 40,000 in dry programming attendances at Oakleigh due to the impending shut down.
<p>Roads Satisfaction of use Sealed local road requests (The number of sealed local road requests per 100 kilometres of sealed local road)</p>	21.6	19.0	24.0	27.2	Increase in requests particularly over the last couple of years is related to increase in development activities and works undertaken by utilities. NBN rollout has gone into full swing in 2017/18 and is also contributing to this increase.
<p>Condition Sealed local roads maintained to condition standards (The percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)</p>	96%	96%	98.5%	98.5%	The percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal.
<p>Service cost Cost of sealed local road reconstruction (The direct reconstruction cost per square metre of sealed local roads reconstructed)</p>	\$62.33	\$86.50	\$98.95	\$92.16	Increased costs over the last three years in particular relate to high concrete content of the projects delivered with a number of concrete roads in Mount Waverley in 2015/16 & 2016/17 and a concrete Right of Way in 2017/18.



Service/Indicator/ measure	Results				Material Variations
	2015	2016	2017	2018	
Cost of sealed local road resealing (The direct resealing cost per square metre of sealed local roads resealed)	\$20.60	\$36.45	\$28.07	\$21.81	Costs of resealing has decreased over the last couple of years. Contributing factors are that larger streets have been resurfaced in 2017/18 in comparison to previous years and Monash's participation in a regional contract for this work with other Eastern Metropolitan Councils. However, prices also fluctuate with the volatility in energy and oil prices.
Satisfaction Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)	71	72	69	77	Recent customer satisfaction survey undertaken in April/May 2018 has shown a significant increase in satisfaction. Result also correlates with improved condition of roads shown in the measure 'R2 -Sealed local roads maintained to condition standards' in the preceding year.



Strategic Objective Three: AN INCLUSIVE COMMUNITY

COMMUNITY OUTCOME

What this means

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

What we will achieve over the next four years

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

Strategies to achieve this outcome in the next four years:

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

How we will we do this

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

The following statement reviews the performance of Council against the Council Plan including results achieved in 2017/18 in relation to the strategic indicators included in the Council Plan.



Priority projects over the next four years:

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

The following statement provides information in relation to the services funded in the 2017/18 budget and the persons or sections of the community who are provided the service.

*Numbers have been rounded up to nearest dollar amount.

Service area	Description of services provided	Net Cost Actual Budget Variance \$000
Aged and Community Services	The Aged and Community Care department is responsible for a range of service delivery and service planning activities that directly support seniors and people with disabilities to remain living independently in their own homes. Additionally, this department facilitates and supports seniors to remain active and celebrated participants in all aspects of community life. Key funding for in home support programs is delivered via the Commonwealth Home Support Program and Council funds a range of additional activities focused on ensuring seniors throughout Monash have multiple opportunities to stay socially active and connected within their community.	440 <u>401</u> (39)
Children's, Youth and Family Services	<p>Children, Youth and Family Services delivers a range of services for children and young people to have the best opportunities to grow, learn and thrive in a strong and supported community, where they are nurtured by capable, confident families from the time they are born until they reach adulthood. Services and activities delivered by Council include:</p> <ul style="list-style-type: none"> » <i>Maternal and Child Health Service</i> - Provides support to families with young children and is provided across a number of centres located across the municipality. Other services include an outreach program for vulnerable families with young children » <i>Immunisation Service</i> - Provides infant vaccines across the municipality and an immunisation program for secondary colleges » <i>Kindergartens</i> - Council provides a central enrolment system for kindergartens, most of which are operated from Council-owned buildings » <i>Family Day Care</i> - Home based early learning and care program » <i>Brine St Childcare and Kindergarten</i> - a centre based early learning & child care centre operated by Council » <i>Monash Youth and Family Services (MYFS)</i> - Provides generalist youth support to young people aged 10-25 years » <i>Early Years & Integrated Family Support</i> - Provides support and planning to early years services across the municipality, including kindergartens, childcare centres, playgroups and toy libraries. It also offers family support to parents/carers of children aged 0-17 years and parenting support programs. 	2,390 <u>2,563</u> 173

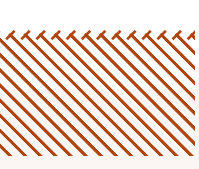
Service area	Description of services provided	Net Cost Actual Budget Variance \$000
Community Strengthening	<p>The Community Strengthening Department is responsible for the following areas:</p> <ul style="list-style-type: none"> » Community development and capacity building, especially with our multicultural communities; » Health Promotion, including gender equity, the prevention of harm from gambling and the development, implementation and evaluation of the four-year Municipal Public Health & Wellbeing Plan » Community Grant funding and partnerships » Accessibility and Inclusion, particularly for people with a disability » Social Research and Policy Development » Place Making and Community Safety » Community and social infrastructure projects and planning » Advocacy. <p>Community Strengthening builds both organisational and community capacity through community development initiatives, enabling Council and community partners to make informed, effective decisions. The team implements integrated actions to improve community health and wellbeing through the provision of high quality social policy development, community development, research, planning coordination and advice.</p>	<p style="text-align: right;">3,328 <u>3,463</u> 135</p>
Information and Arts	<p>The Information & Arts Department comprises the following business units:</p> <ul style="list-style-type: none"> » <i>Cultural Development and Events</i> - works closely with community, cultural and arts groups to deliver a range of community festivals, including: Ashwood Chadstone Neighbourhood Event; Monash Carols by Candlelight Concert; Clayton Festival and Hawkers Market; Oakleigh Festival; and Winter Concert Series » <i>Monash Gallery of Art (MGA)</i> - as the Australian home of photography and Monash's major cultural institution, MGA delivers high quality, thought provoking exhibitions, events and education and public programs each year » <i>Monash Public Library Service</i> - develops and delivers public library collections, activities, spaces and services to inform, inspire and include everyone in the community. Services are delivered online and at six branches across the municipality. 	<p style="text-align: right;">6,050 <u>6,232</u> 182</p>

Actions in 2017/18

Strategic Indicator/ measure	Progress
<p>3.1 Progress accreditation as a 'child-friendly city'.</p>	<p>Achieved: The Project Officer has developed a Child and Young People Friendly City Action Plan based on feedback captured from the community through face to face discussions with 500 residents and a resilience survey which attracted 8700 responses from students in grade 3 to Year 12. Further consultation occurred at Council Listening posts where 40 people mentioned issues relating to children. The Project Officer is currently working through the actions from this consultation with relevant Council Departments and the broader community to enable Monash to progress the work towards Monash becoming a Child and Young People Friendly City.</p>
<p>3.2 Complete the Oakleigh 'Western Gateway' Community Safety Project.</p>	<p>Achieved: With the installation of new seating and LED Lighting the project is now complete. We are waiting for United Energy to connect power to the new lighting.</p>
<p>3.3 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.</p>	<p>Achieved: The Gender Equity & Prevention of Violence Against Women advocacy and projects work delivered included:</p> <ul style="list-style-type: none"> » Respectful Relations and Work-Life Balance - Melbourne University research project. Survey results were reported to the Executive Leadership Team in June. Project will be ongoing in 2018/19 » Department Education and Training Respectful Relationships initiative provided assistance and support to schools in Monash to adopt a whole school approach to respectful relationships and gender equity. This project will be ongoing in 2018/19 » Intersectionality Funding: Secured a \$10,000 grant to build the capacity of the Inner East Interfaith Networks to create safe and respectful communities. This project will be delivered between May 2018 and August 2019 in partnership with Whitehorse, Manningham and Boroondara Councils and their Interfaith networks » Secured \$70,000 funding through Gender Equality in Victorian Sport and Recreation Pilot Program for our 'CLUBS Initiative' to be delivered in 2018/19 <p>Prevention of Harm from Gambling advocacy work delivered included:</p> <ul style="list-style-type: none"> » Council endorsed a letter sent to the Hawthorn Football Club advocating for the club's consideration to withdraw any financial interests in the gaming industry » Council is working in partnership with Deakin University on a state ARC Linkage grant funded project. The project will focus on gathering improved information and data on what draws local community members into poker machine venues and how to implement future preventative health measures » Council endorsed a letter from the Mayor to the Australian Leisure Hospitality group requesting clarification around Electronic Gaming Machines in ALH Group Venues being used to monitor patrons and use personal information without their consent.

Strategic Indicator/ measure	Progress
<p>3.4 Deliver on the funded priorities from the Community Action Plans for Ashwood/Chadstone and Oakleigh.</p>	<p>Achieved: The funded priorities identified in the Community Action Plans for the 2017/18 budget have been successfully delivered. These included:</p> <ul style="list-style-type: none"> » Sustainability Workshops » Gardening Workshops » Community Safety Forum » Lantunda Time Machine - Musical theatre and video » Anti-graffiti measures and additional seating at Holmesglen Activation Project.
<p>3.5 Develop the Monash Health & Wellbeing Partnership Plan 2017-2021.</p>	<p>Achieved: Evaluation of Year One actions of A Healthy & Resilient Monash: Integrated Plan 2017-2021 is complete. The Year One Evaluation Report was endorsed at the June 2018 Council meeting. Council is working with Deakin University to further develop the evaluation of the Integrated Plan and to build internal skills and capacity.</p>





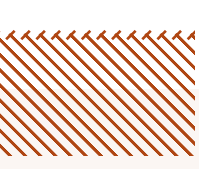
Strategic Indicator/ measure	Progress
<p>3.6 Implement the Year Three actions from: a) Public Library Service Strategic Plan; b) Arts and Culture Strategy; and c) Monash Gallery of Art 2020 Plan.</p>	<p>Achieved: The implementation of Year Three action in the Arts and Cultural Development, Monash Gallery of Art and Monash Public Library Service plans have delivered a range of diverse services and programs to meet the needs of the community. Highlights of the actions implemented from these plans in 2017/18 include:</p> <p>Monash Public Library Service:</p> <ul style="list-style-type: none"> » Events attendance held steady with 75,605 people attending outreach programs. WiFi sessions experienced a 4% increase to 198,480 sessions » The average number of children participating in early literacy activities on a weekly basis rose from 572 to 615 » We were ranked as the second best performing library in the state based on the aggregate ranking of the Victorian Public Libraries top 10 performance indicators from 2016/17. The indicators address participation, collections, cost efficiency, staffing, technology and customer satisfaction » Successful initiatives included the 1000 Books before School Project, the MPLS WordFest and SnapStory Program, Tech Savvy Seniors for CALD groups, Family History sessions, STEM and robotics activities and projects conducted collaboratively with Monash University » ‘Living in the Real World’ adult literacy program sessions were attended by 518 people at 44 workshops, with participation 25% higher than target of 400. The workshops comprised life skills such as online services, negotiating a lease, your rights, financial literacy and literacy skills. <p>Monash Gallery of Art (MGA):</p> <ul style="list-style-type: none"> » A new MGA Strategic Plan 2018-2022 was developed and adopted by Council in June 2018 » MGA’s strong exhibition program marked a milestone with the John Gollings: The history of the built world exhibition, which achieved record attendance and media coverage » Twelve exhibitions were held in the main galleries. Three exhibitions have broadened the national reach and influence of MGA as part of the MGA travelling exhibitions program. Eight exhibitions were held in the community gallery spaces » MGA public programs have been popular with 4951 people attending and 1869 students attending education tours » 32 works have been purchased and donated to the MGA Collection this year. <p>Arts and Cultural Services</p> <ul style="list-style-type: none"> » Council events and festivals attracted 56,370 people » A highlight of the events season was the move of the Clayton Community Festival to its new home at the Clayton Community Centre. This year’s festival showcased the Community Centre services and featured a popular Hawkers Market that extended the festival to an evening celebration of music and food » In March, Council partnered with the Oakleigh Village Traders Association to welcome the Hellenic National Guard Evzones to Eaton Mall in celebration of Greek National Day » The Live at Warrawee concert for 2018 was a ‘Pop Revolution’, featuring Mental As Anything and the memorable Latunda Time Machine.

Service Performance Indicators

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

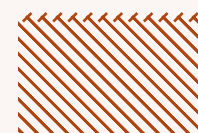
Service/Indicator/ measure	Results				Material Variations
	2015	2016	2017	2018	
Maternal and Child Health (MCH)					
Satisfaction Participation in first MCH home visit <i>(The percentage of infants enrolled in the MCH service who receive the first MCH home visit)</i>	104%	104.14%	99.95%	102%	Home visiting indicators show a continued high participation rate of first MCH home visits to City of Monash residents. Variations year to year are dependent on prematurity and the movement of families into the municipality. The availability to now book infants into the CDIS database upon receipt of a birth notice assists in supporting this first home visit.
Service Standard Infant enrolment in the MCH service <i>(The percentage of infants enrolled in the MCH service)</i>	94%	100%	100.75%	100.94%	All live birth notifications are now enrolled upon receipt of a Birth Notice from the birth hospital and entered into the CDIS program. Previously this was completed after the initial home visit to the family.
Service Cost Cost of MCH service <i>(The cost of the MCH service per hour of service delivered)</i>	\$61.18	\$64.89	\$69.21	\$61.38	The City of Monash aims to provide a quality service that is cost effective. The support staff who are directly involved with delivery of service are included in the number of MCH hours worked.





Service/Indicator/ measure	Results				Material Variations
	2015	2016	2017	2018	
<p>Participation Participation in the MCH service (The percentage of children enrolled who participate in the MCH service)</p>	79%	79.81%	76.05%	79.27%	<p>Participation in the MCH service has increased in the past 12 months, with factors contributing to this including:</p> <ul style="list-style-type: none"> » MCH outreach service to child care centres, additional home visits to vulnerable families attending the MCH centres, attendance of MCH nurses at Immunisation sessions » Activation of the SMS appointment reminder service » CDIS- ability to report on missed KAS appointments with follow up of these clients through SMS sent to 2 and 3.5 year old overdue KAS appointments » Increase attendance by MCH Nurses and team leaders at playgroups, multi birth associations, community events, education sessions and kindergarten information sessions » 6 monthly revision of EFT requirements at centres ensuing staffing requirements meet client demand.
<p>Participation Participation in the MCH service by Aboriginal children (The percentage of Aboriginal children enrolled who participate in the MCH service)</p>	60%	73.91%	70.73%	72.13%	<p>The City of Monash aims to be an inclusive council and welcomes its many culturally diverse residents. The continued increase in attendance by children of Aboriginal / Torres Strait Islander descent indicates Council's MCH program's continued efforts to develop an integrated and culturally responsive model of support is becoming recognised within this cohort. The MCH nurses ask all new families attending the MCH centre if they wish to identify as ATSI, with all MCH nurses having completed cultural competency training with the DET Koori Education Support Officer in December 2017, in order to complete this in a culturally sensitive manner.</p>

Service/Indicator/ measure	Results				Material Variations
	2015	2016	2017	2018	
Libraries					
Utilisation Library collection usage (The number of library collection item loans per library collection item)	6.03	6.48	5.95	5.82	Minor variations in collection usage reflects gradually declining loan figures. This was interrupted in 2016 with a major collection review and disposal of older stock in May and June in preparation for RFID tagging. As a result annual loan stats were applied to a smaller than normal collection when determining usage, inflating the apparent average loans per remaining collection item for that year.
Resource standard Standard of library collection (The percentage of the library collection that has been purchased in the last 5 years)	68%	74.7%	74.5%	73.9%	The collection review in 2016 significantly improved % of material less than 5 years old for that year. A minor decline in the two years since reflects a greater emphasis on maintaining currency of smaller collections which are being "read out" and requiring replacement within 5 years of purchase date.
Service cost Cost of library service (The direct cost of the library service per visit)	\$5.24	\$5.67	\$5.51	\$5.47	A downward trend in costs per visit since 2016. This reflects savings from the integration of library Internet and corporate networking processes into the Council WAN. There has also been a reduction in Library systems support EFT.
Participation Active library members (The percentage of the municipal population that are active library members)	19%	19.04%	18.42%	17.51%	Population in the municipality has increased by 3.4% however, in keeping with Victorian trend, active library members continue to decline. Borrowing items shifts to remote use of online resources, as well as studying, reading within the library.



Strategic Objective Four: RESPONSIVE & EFFICIENT SERVICES

COMMUNITY OUTCOME

What this means

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

What we will achieve over the next four years

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

Strategies to achieve this outcome in the next four years:

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

How we will we do this

Priority projects over the next four years:

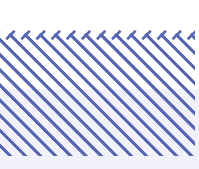
- » Develop and implement a Continuous Improvement Framework across Council
- » Develop a Digital Strategy to continue to improve customer service and communications
- » Plan for Council's financial sustainability through a Revenue Strategy.

The following statement reviews the performance of Council against the Council Plan including results achieved in 2017/18 in relation to the strategic indicators included in the Council Plan.

The following statement provides information in relation to the services funded in the 2017/18 budget and the persons or sections of the community who provided the service.

*Numbers have been rounded up to nearest dollar amount.

Service area	Description of services provided	Net Cost Actual Budget Variance \$000
Executive Leadership	To lead the organisation in the achievement of outcomes and the provision of a wide range of customer focused services which are relevant, of high quality and accessible to all residents of Monash.	3,383 <u>3,270</u> (113)
Corporate Administration and Customer Service	<p>The Department has seven business units that provide a range of services to the organization and to the Monash community. These are:</p> <ul style="list-style-type: none"> » <i>Customer Service</i> - is at the forefront of service to the Monash community » <i>Civic and Governance</i> - provides support to the Mayor and the Councillors, including organising Mayoral functions » <i>Civic Operations</i> - provides a range of facility management services for the Civic Centre, as the Council's main civic building, and the office space occupied by the Council at 295 Springvale Road, Glen Waverley, which is immediately adjacent to the Civic Centre » <i>Halls Management</i> - manages Council's facilities across the municipality that are available for hire by the public; both private hirers and community groups » <i>Information Management</i> - responsible for managing records to meet operational business needs, accountability requirements and community expectations » <i>Legal Services</i> - oversees the provision and coordination of legal services. 	7,168 <u>6,357</u> (811)
Communications	<p>The responsibilities of the Communications Department include:</p> <ul style="list-style-type: none"> » <i>Media relations</i> - Handling media enquiries for the organisation » <i>Digital/social media</i> - Managing Council's website and Twitter, Instagram and Facebook accounts » <i>Issues management</i> - Advising the organisation and Council on how issues could be handled » Production of the Monash Bulletin newsletter and e-newsletter » Facilitating high levels of community consultation across the organisation » <i>Graphic design</i> - Design of corporate documents including letterhead, business cards and flyers. 	1,284 <u>1,340</u> 56
People and Culture	The People and Culture Department is responsible for providing strategic leadership, operational and transactional support and advice on all Organisational Development, Occupational Health, Safety and Wellbeing.	2,232 <u>2,217</u> (15)



Service area	Description of services provided	Net Cost Actual Budget Variance \$000
Finance	<p>The Finance Department provides accounting information and advice necessary for the efficient financial operation of Council, specifically:</p> <ul style="list-style-type: none"> » Ensuring compliance with relevant Legislations and Standards » Providing accurate and timely financial transaction processing, financial information, advice, analysis and systems to achieve Council objectives » 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. 	<p>(2,438) <u>(1,131)</u> 1,307</p>
Strategic Procurement	<p>The responsibilities of the Strategic Procurement Department include:</p> <ul style="list-style-type: none"> » Purchasing Services: procurement analysis to provide a strategic approach to purchase of goods and services; and procurement management and administration » Contract Services, which includes the provision of tendering and contracting advice and the administration of quotations, tenders and contract processes. 	<p>540 <u>619</u> 79</p>
Business Technology	<p>Information and Communications Technology (ICT) is responsible for ensuring that the organisation has the technological and communication tools to enable the effective operation of Council business and community services. This includes:</p> <ul style="list-style-type: none"> » ICT Hardware procurement, maintenance and support » Maintenance of an effective IT Disaster Recovery system » Applications support and development. 	<p>6,113 <u>5,963</u> (150)</p>
Corporate Performance	<p>Corporate Performance is responsible for:</p> <ul style="list-style-type: none"> » Corporate Performance reporting including Council Plan Actions and the Local Government Performance Reporting Framework (LGPRF), including the Performance Statement » Coordinating service planning and continuous improvement » Overseeing the Internal Audit contract, implementation of the Strategic Internal Audit Plan and administering the Audit and Risk Committee » Running the Project Management Office, supporting officers across the organisation to successfully deliver projects » Risk and Insurance - manages Council's obligations under the Act which requires Council to make arrangements for adequate insurance cover. 	<p>2,463 <u>2,368</u> (94)</p>

Actions for 2017/18

Strategic Indicator/ measure	Progress
<p>4.1 MAJOR INITIATIVE 7 Minimum 90% of agreed Capital Works Program delivered annually.</p>	<p>Achieved: Council completed its Capital Works Program in 2017/18 spending \$41.7 million. A total of 95.80% of the program was delivered which is well above the target of 90%.</p>
<p>4.2 Renew the Monash Engagement Framework, after extensive community consultation.</p>	<p>Achieved: The renewal of the Monash Engagement Framework has been undertaken with feedback from the community used to update the framework. There has also been significant consultation within the organisation to ensure the framework is coordinated with existing corporate frameworks, has clear direction on how to engage with the community and is consistent with the requirements of VAGO and Local Government Victoria.</p>
<p>4.3 Analyse the results of the annual Community Satisfaction Survey and provide recommendations to the Executive Leadership Team for continual improvements to performance.</p>	<p>Achieved: The results of the 2018 Annual Community Satisfaction Survey have been presented to the Executive Leadership Team. Council received some outstanding feedback from the community in this survey on our services and direction. Areas where there are opportunities for improvement will be addressed.</p>
<p>4.4 Review and develop a new Council Meeting Procedures (i.e. Local Law No. 1).</p>	<p>Achieved: New Council Meeting Procedures (i.e. Local Law No.1) was developed. A complete review was undertaken of the Meeting Procedure Local Law which included public consultation and consideration by Council. This resulted in a number of changes to the Meeting Procedure Local Law, as well as the creation of a Meeting Procedure Code which provides further in-depth detail of elements of the Meeting Procedure Local Law.</p>
<p>4.5 Implement the Employment Management System.</p>	<p>Achieved: The implementation of the Employment Management System has met the brief. The Performance Management module was delayed due to a PageUp security incident in June. The recruitment, on-boarding and Learning Management System components are operating.</p>
<p>4.6 Utilise the Environmentally Sustainable Design Policy in the assessment of planning applications.</p>	<p>Achieved: Council staff have undertaken training on requirements of the Environmentally Sustainable Design (ESD) policy and principles associated with achieving improved ESD outcomes for planning applications. For larger scale developments, including commercial and residential uses, requirements for the implementation of Sustainability Management Plans to demonstrate inclusion of ESD initiatives is continuing.</p>

Strategic Indicator/ measure	Progress
<p>4.7 Deliver a Community Amenity After Hours Service.</p>	<p>Achieved: A Community Amenity After Hours Service has been developed and implemented. The service means that officers are on-duty between 6am-6pm weekdays and between 6am and 10am on Saturdays. At other times an officer is available to take telephone calls up to 11pm each day and between 6am-11pm on Sundays.</p>
<p>4.8 Continue the implementation of the Project Management Framework.</p>	<p>Achieved: Progressive implementation of the Project Management Framework has improved the planning and delivery of the Capital Works program. Training, guidance and analysis are supporting and informing further improvements.</p>
<p>4.9 Develop and implement a more contemporary Continuous Improvement Framework across Council.</p>	<p>Achieved: A Continuous Improvement Framework has been developed through discussions with Managers, the Executive Leadership Team and Councillors. Benchmarking with neighbouring councils has identified that Monash is a relatively high performing Council given that we are the second lowest spending Council per capita in Victoria.</p>
<p>4.10 Commence a plan for Council's financial sustainability - Revenue & Rating Strategy.</p>	<p>Achieved: A Rating Strategy will be included in the 2018/19 Draft Budget. However, a more detailed body of work to complete the Revenue & Rating Strategy has been delayed due to Council initiating two 'Notice of Motions' to undertake project reviews that will have significant impact for the development of the strategy. These notice of motions were:</p> <ol style="list-style-type: none"> 1. Waste Strategy survey which contains waste charge considerations (Jan 2018) 2. CRLA Review - seeking a review of the Cultural Recreation Land Act (CRLA) calculations and the assessment and awarding of Charges "in lieu" of rates. <p>In addition, Council will also consider reports that will form part of the revenue component of a strategy, namely sportsground and pavilion charges.</p>
<p>4.11 Develop a Business Technology Strategic Plan (2017-2022).</p>	<p>Achieved: Work has commenced on the Business Technology Strategic Plan. A number of the key staff in the area that informs this document only started in the last six months so they have taken time to become familiar with the existing environment. Information has now been gathered on how to move forward and what consultation is required.</p>
<p>4.12 Develop a Digital Strategy to continue to improve customer service and communications.</p>	<p>Achieved: Work has commenced on a Digital Strategy. A number of the key staff in the area that informs this strategy only started in the last six months so they have taken time to become familiar with the existing environment. This strategy requires extensive consultation within the organisation as to how our business is currently conducted, what our customers expect and what opportunities exist in the future. Information has now been gathered on how to move forward.</p>

Strategic Indicator/ measure	Progress
<p>4.13 Enhance the Council's use of the mobility and e-services functionality of the Pathway property and rating system.</p>	<p>Achieved: The following enhancements have been made:</p> <ul style="list-style-type: none"> » Hard Waste booking and e-payment in place » Testing of both health and buildings inspections has been successful and has provided mobility in the field for staff in both of these areas. This is expected to go live in late July or early August.
<p>4.14 Integration of Library IT systems into Council's core network.</p>	<p>Achieved: Project was successfully completed. Library staff and the community are happy with the outcome of this project.</p>
<p>4.15 Develop an Aquatic Centres Asset Maintenance Program to incorporate forward maintenance schedules and rapid servicing response times.</p>	<p>Achieved: An Asset Maintenance Program has been developed and approved by the CEO. This program increases/changes the cleaning regimes, implements a new proactive building maintenance regime and has identified some immediate and long term works to be undertaken. The immediate works are complete and business cases for long term works were developed for the 2018/19 budget. A new Facility Maintenance Officer also started in July 2017, who is responsible for managing the rapid response works in the times specified in a Service Level Agreement developed between the Facility Maintenance Unit and Aquatic and Recreation Unit.</p>



Oakleigh Recreation Centre-
50m

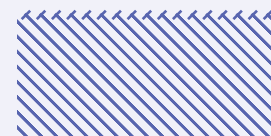
Service Performance Indicators

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
	2015	2016	2017	2018	
Governance					
Transparency Council decisions made at meetings closed to the public (<i>The percentage of council resolutions made at an ordinary or special meeting of council, or at a meeting of a special committee consisting only of councillors, closed to the public under section 89(2) of the Act</i>)	5%	9.25%	7.83%	7.84%	The numbers have fluctuated year to year, as it will depend on the matters that come before Council at a specific time. The figures may be affected by issues that are resubmitted to Council several times, in instances where matters are complicated and/or require a series of decisions to be made on a particular matter.
Consultation and engagement Satisfaction with community consultation and engagement (<i>The community satisfaction rating out of 100 with the consultation and engagement efforts of the council. This includes consulting and engaging directly with the community on key local issues requiring decisions by council</i>)	58	62	59	74	The 2018 Community Satisfaction Survey recorded a satisfaction score of 7.4 (74) categorised as "very good". For this year's survey, Council used a different provider, using a sample size double the previous research (800 residents rather than 400) and a different methodology (door-to-door interviews rather than telephone). The higher number of respondents provides a greater breadth of feedback and using door-to-door interviews creates a better opportunity to gauge feedback from CALD members of the Monash community. Engagement with the community continues through regular listening posts, community forums and information sessions. This score represents consistent results for community consultation and engagement.



Service/Indicator/ measure	Results				Material Variations
	2015	2016	2017	2018	
<p>Attendance Councillor attendance at council meetings <i>(The percentage of attendance at ordinary and special council meetings by councillors)</i></p>	91%	87.50%	94.12%	93.94%	With one exception, attendance has been above 90 percent. Absences from a meeting can be for a variety of reasons, including illness, family matters, attendance at other events that Councillors have received formal approval to attend, such as the Australian Local Government Association General Assembly. This year's is the second highest attendance rate, and only slightly below 2016/17's result.
<p>Service cost Cost of governance <i>(The direct cost of delivering council's governance service per councillor)</i></p>	\$55,941	\$56,408	\$54,049	\$56,684	Overall increase in costs can largely be linked to increases in Councillor allowances, which the State Government approves in accordance with the Local Government each December. Increases may be ameliorated by a reduction in costs for functions and/or training. This year has seen an increase in costs for functions, conferences/seminars, membership fees and subscriptions, and for Councillor training, compared to 2016/17.
<p>Satisfaction Satisfaction with council decisions <i>(The community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community)</i></p>	60	60	60	73	Council's score of 7.32 (73) reflects an ongoing satisfaction with Council's decision making.







SECTION FIVE

OFFICIAL STATEMENTS

PERFORMANCE STATEMENT

For the year ended 30 June 2018

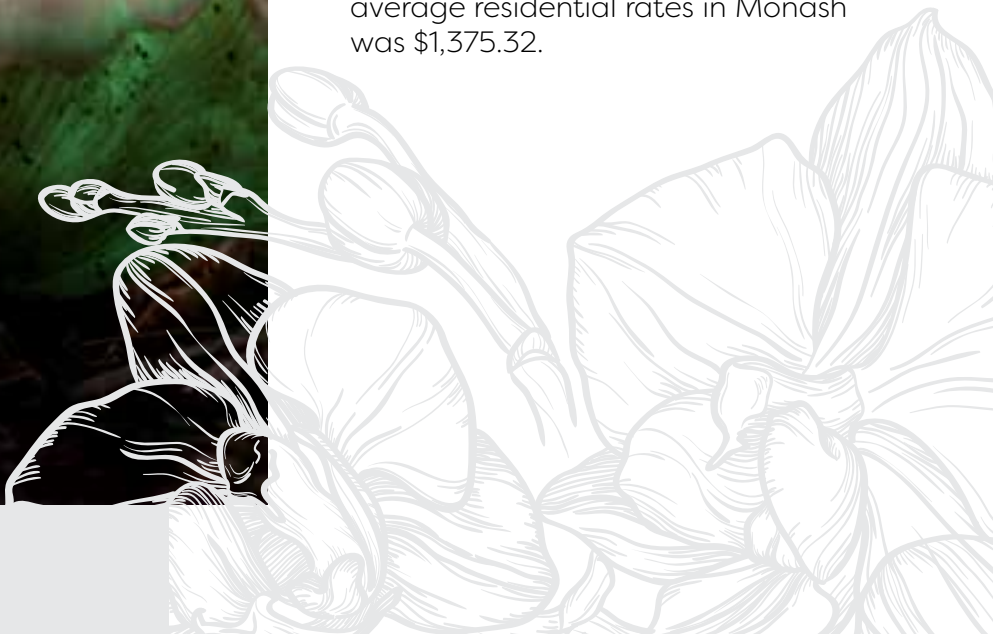
► Description of municipality

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

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

Monash is one of Melbourne's most populous municipalities, with an estimated residential population of 196,789 people living in more than 71,100 dwellings. We are regarded as a cosmopolitan city. Almost 45% of our residents were born overseas, having come from more than 45 different countries.

In keeping with the State Government's cap on rate increases, rate revenue was increased by 3.0% (comprising the 2% rate cap with 1% supplementary rate growth). By controlling costs over many years, rates have been kept low, in the 2016/17 year, the average residential rates in Monash were \$1,359, compared with the state wide average of \$1,572 and similar council average of \$1,565. In 2017/18, the average residential rates in Monash was \$1,375.32.



Sustainable Capacity Indicators

For the year ended 30 June 2018

Indicator/measure	Results				Material Variations
	2015	2016	2017	2018	
Population Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>	\$826.13	\$814.23	\$844.88	\$858.46	The increase attributed to Council introducing a significant amount of new initiatives in 2017/18 including 6.5 new positions and a significant boost to its information technology support. This ratio is increasing as our expenses have increased by 5.1%. However population has only increased by 3.4%.
Infrastructure per head of municipal Population <i>[Value of infrastructure / Municipal Population]</i>	\$4,216.53	\$4,213.67	\$4,313.91	\$4,274.84	The positive variance primarily relates to increases in infrastructure revaluations combined with a higher capital works program.
Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>	246.39	250.05	253.18	262.25	Population in Monash has increased over the last four years while the length of road has remained stable in this period
Own-source revenue Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$713.59	\$778.16	\$795.32	\$787.12	Increase in own source revenue is 2.1% whereas the population increase in 3.4% resulting in a lower ratio compared with 2016/17.

Results					
Indicator/measure	2015	2016	2017	2018	Material Variations
Recurrent grants Recurrent grants per head of municipal population	\$118.38	\$97.49	\$121.38	\$105.69	The decrease in the ratio is mainly attributable to an increase in population of 3.4% compared with 16/17.
Disadvantage Relative socio-economic disadvantage <i>[Index of Relative Socio-economic Disadvantage by decile]</i>	9	9	9	9	The City of Monash is ranked in the top 10% on the SEIFA index suggesting low levels of disadvantage, however Monash has some pockets of high levels of disadvantage.

DEFINITIONS

"Adjusted underlying revenue" means total income other than:

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

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

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

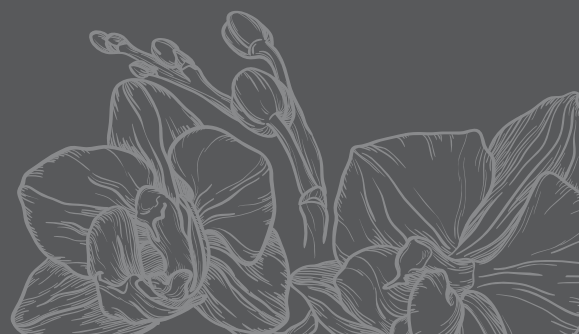
"Population" means the resident population estimated by council.

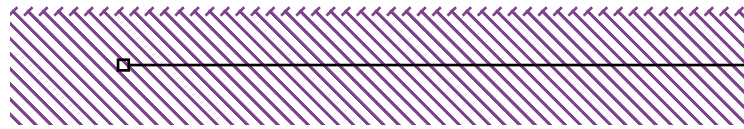
"Own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).

"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 and cash equivalents other than restricted cash.





Service

Performance Indicators

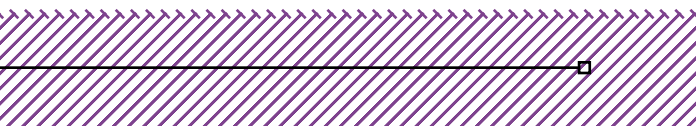
For the year ended 30 June 2018

Indicator/measure	Results				Material Variations
	2015	2016	2017	2018	
Aquatic facilities Utilisation Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	9.13	8.50	8.53	8.25	Population in the municipality has increased by 3.4% while the overall attendance remains relatively stable, with more than 50,000 annual visits to MARC to more than \$1 million, offset by a small drop in attendances at Clayton and a drop of approximately 40,000 in dry programming attendances at Oakleigh due to the impending shut down.
Animal management Health and safety Animal management prosecutions <i>[Number of successful animal management prosecutions]</i>	6	7	11	12	There has been one more prosecution compared to the corresponding previous reporting period. However there has been an increase in the number of prosecutions compared with the 2014-15 and 2015-16 reporting periods. This figure is largely dependent on the number of animal management related offences reported to Council and the outcomes of the investigations into these matters.
Food safety Health and safety Critical and major non-compliance notifications <i>[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100</i>	100.00%	99.73%	97.08%	100%	All Major and Critical Non-Compliance notifications have been followed up throughout the 2017 calendar year with respect to the reporting requirements.

Indicator/measure	Results				Material Variations
	2015	2016	2017	2018	
Governance Satisfaction Satisfaction with council decisions <i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i>	60	60	60	73	Council's score of 7.32 (73) reflects an ongoing satisfaction with Council's decision making.
Libraries Participation Active library members <i>[Number of active library members / Municipal population] x100</i>	19.00%	19.04%	18.42%	17.51%	Population in the municipality has increased by 3.4% however, in keeping with Victorian trend, active library members continue to decline. Borrowing items shifts to remote use of online resources, as well as studying, reading within the library.
Maternal & child health Participation Participation in the MCH service <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	79.00%	79.81%	76.05%	79.27%	Participation in the MCH service has increased in the past 12 months, with factors contributing to this being: <ul style="list-style-type: none"> » MCH outreach service to child care centres, additional home visits to vulnerable families attending the MCH centres, attendance of MCH nurses at Immunisation sessions » Activation of the SMS appointment reminder service » CDIS - ability to report on missed KAS appointments with follow up of these clients through SMS sent to 2 and 3.5 year old overdue KAS appointments » Increase attendance by MCH Nurses and team leaders at playgroups, multi birth associations, community events, education sessions and kindergarten information sessions » Six monthly revision of EFT requirements at centres ensuing staffing requirements meet client demand.

Indicator/measure	Results				Material Variations
	2015	2016	2017	2018	
<p>Participation Participation in the MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once(in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i></p>	60.00%	73.91%	70.73%	72.13%	<p>The City of Monash aims to be an inclusive council and welcomes the many culturally diverse residents. The continued increase in attendance by children of Aboriginal / Torres Strait Islander descent indicates the Monash Council's MCH program continued efforts to develop an integrated and culturally responsive model of support is becoming recognised within this cohort. The MCH nurses ask all new families attending the MCH centre if they wish to identify as ATSI, with all MCH nurses having completed cultural competency training with the DET Koori Education Support Officer in Dec 2017, in order to complete this in a culturally sensitive manner.</p>
<p>Roads Satisfaction Satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i></p>	71	72	69	77	<p>Recent customer satisfaction survey undertaken in April / May 2018 has shown a significant increase in satisfaction. Result also correlates with improved condition of roads shown in the measure 'R2 - Sealed local roads maintained to condition standards' in the preceding year.</p>





Results					
Indicator/measure	2015	2016	2017	2018	Material Variations
Statutory Planning					
Decision making Council planning decisions upheld at VCAT <i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>	49.00%	55.00%	39.58%	45.95%	We continue to see appeal numbers high but not disproportional to total numbers of applications received and determined. Amendment C125 which is a seriously entertained policy by Council but as the Minister has not introduced the full amendment into the planning scheme is still not being given full regard at VCAT and this is having an impact on this statistic. We expect that if the amendment is approved by the Minister and given greater regard at VCAT this statistic will continue to improve. A continuing trend is new plans being substituted at VCAT, resulting in an improved proposal and outcome for Monash. In 54% or 43 of cases heard this financial year, plans were substituted to effectively address Council's concerns and to be in line with Council policy. Had these plans been submitted to Council for consideration the number of VCAT cases 'set aside' would only have been 25% and 75% of VCAT determinations found to be in favour of Council.
Waste Collection					
Waste diversion Kerbside collection waste diverted from landfill <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	52.78%	50.99%	52.36%	50.86%	Diversion rates are steady over the four year period, however tonnages are marginally dropping each year.

DEFINITIONS

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

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

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

"Annual Report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act. "CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English.

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

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

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth.

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

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

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth.

"HACC service" means home help, personal care or community respite provided under the HACC program.

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

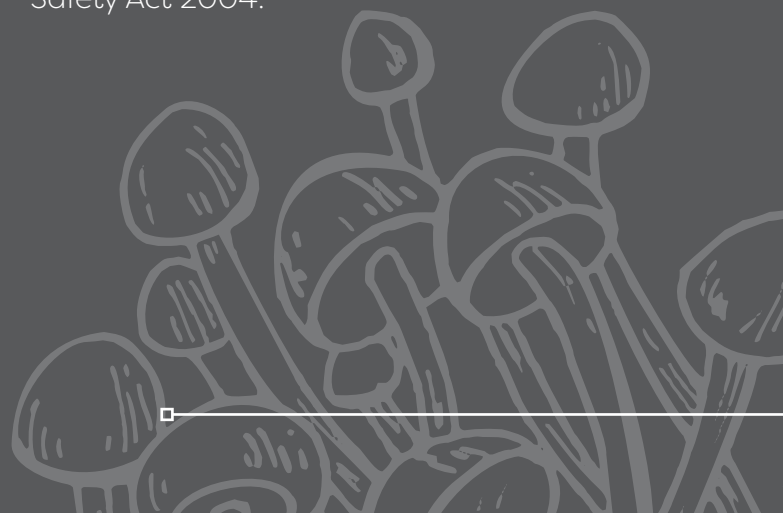
"Major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if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

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

"Population" means the resident population estimated by council.

"Target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth.

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

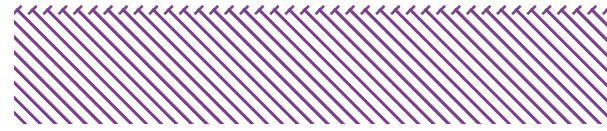
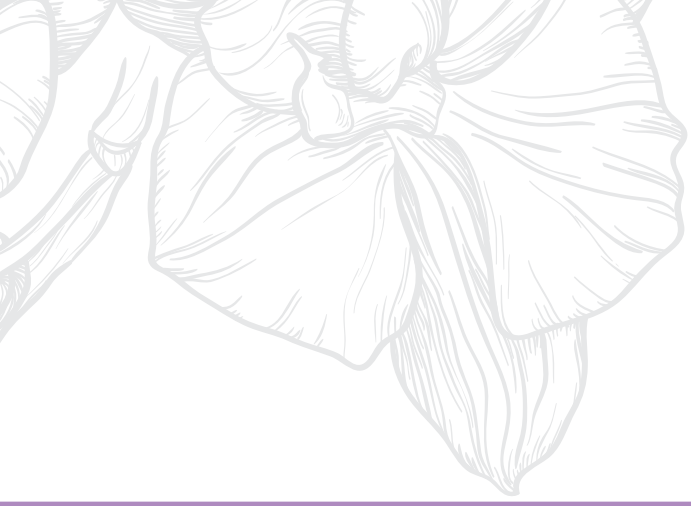


Financial

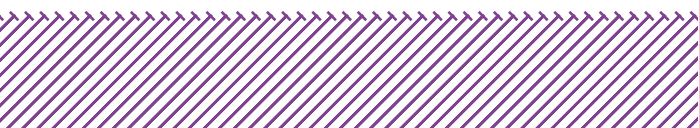
Performance Indicators

For the year ended 30 June 2018

Dimension/indicator/measure	Results			
	2015	2016	2017	2018
Efficiency				
Revenue level	\$1,246.4	\$1,330.14	\$1,359.26	\$1,379.46
Average residential rate per residential property assessment <i>[Residential rate revenue / Number of residential property assessments]</i>				
Expenditure level	\$1,997.97	\$1,966.85	\$2,052.20	\$2,138.82
Expenses per property assessment <i>[Total expenses / Number of property assessments]</i>				
Workforce turnover	9.57%	10.12%	13.73%	14.89%
Resignations and terminations compared to average staff <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>				
Liquidity				
Working capital	149.41%	193.19%	227.51%	229.80%
Current assets compared to current liabilities <i>[Current assets / Current liabilities] x100</i>				
Unrestricted cash	75.97%	-19.33%	9.80%	34.01%
Unrestricted cash compared to current liabilities <i>[Unrestricted cash / Current liabilities] x100</i>				

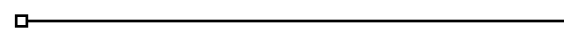


Forecast				Material Variations
2019	2020	2021	2022	
\$1,414.37	\$1,442.66	\$1,471.51	\$1,500.94	The current year variance compared to the prior year, reflects the rate cap of 2%. The overall net rate revenue increase is in line with the new Fair Go Rate System rate cap.
\$2,168.26	\$2,254.32	\$2,338.03	\$2,406.18	The increase is attributed to Council's new initiatives for 6.5 new positions and new budget proposal for Community Amenity after-hours services and Language Aid Scheme. Coupled with these initiatives was the increase cost of Waste management (over \$1M). The number of assessments has increased by around 1% whilst Council's expenses increased by 5.1%.
13.06%	13.06%	13.06%	13.06%	<p>The 2017/18 result is a 1.16% increase in resignations and terminations compared to last financial year. The average number of permanent staff for the same time last year however was 51.5 less (714).</p> <p>The total of 114 staff resignations and terminations are made up of a number of reasons, i.e. Retirement 11, Contract Expiry (fixed term separations) 9, Deceased 2, Dismissal 2, Redundancy 7, and Resignations 83.</p>
241.11%	227.00%	196.25%	168.65%	The increase in the Working Capital Ratio compared to the previous year reflects an increased cash position. It is Council strategy to maintain the Working Capital Ratio above 150% in the short and long term.
151.87%	116.77%	121.64%	93.97%	In 2018 unrestricted cash is higher than expected due to higher cash balance at the beginning of the year in addition to higher Town Planning and Contract Deposits, which has resulted from an increase in the level of development in the municipality.



Dimension/indicator/measure	Results			
	2015	2016	2017	2018
Obligations				
Asset renewal Asset renewal compared to depreciation <i>[Asset renewal expenses / Asset depreciation] x100</i>	66.42%	63.00%	91.58%	104.90%
Loans and borrowings Loans and borrowings compared to rates <i>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</i>	0.00%	0.00%	0.00%	0.00%
Loans and borrowings Loans and borrowings repayments compared to rates <i>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</i>	11.66%	0.00%	0.00%	0.00%
Indebtedness Non-current liabilities compared to own source revenue <i>[Non-current liabilities / Own source revenue] x100</i>	2.96%	2.70%	2.08%	2.28%
Operating position				
Adjusted underlying result Adjusted underlying surplus (or deficit) <i>[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100</i>	4.67%	11.20%	11.57%	8.15%
Stability				
Rates concentration Rates compared to adjusted underlying revenue <i>[Rate revenue / Adjusted underlying revenue] x100</i>	63.13%	63.44%	62.13%	63.07%
Rates effort Rates compared to property values <i>[Rate revenue / Capital improved value of rateable properties in the municipality] x100</i>	0.19%	0.21%	0.16%	0.16%

Forecast				Material Variations
2019	2020	2021	2022	
110.69%	132.60%	92.76%	112.84%	The trend reflects the Council's aim to bridge the asset renewal gap by funding more renewal capital works to upgrade the City's infrastructure.
0.00%	0.00%	0.00%	0.00%	Council achieved a debt free status as at 30 June 2015 and has no plans to borrow funds over the next four years for operating or capital expenditure.
0.00%	0.00%	0.00%	0.00%	Council achieved a debt free status as at 30 June 2015 and has no plans to borrow funds over the next four years for operating or capital expenditure.
2.41%	2.35%	2.31%	2.26%	The improvement in the ratio, compared to the prior year, is due to increased rate revenues, higher user charges and stability of non-current liabilities (e.g. no loan commitments).
6.59%	6.81%	6.23%	5.49%	Despite recording a higher revenue compared with 2016/17, increase in expenditure due to higher employee and materials and services cost have contributed to reduction in adjusted underlying surplus in 17/18.
66.15%	65.49%	65.55%	66.21%	User charges and other revenue has increased at a higher rate than capped rate revenue combined with Financial Assistance Grant payments being made in advance.
0.15%	0.15%	0.14%	0.14%	Marginal change and a non-revaluation year.





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.

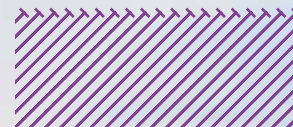
"Non-current assets" means all assets other than current assets.

"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 2018

1. Basis of preparation

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

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

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

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

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 26 June 2018 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting Council.

Certification of the performance statement

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



DANIEL WAIN (CPA)
Principal Accounting Officer
Dated: 28 August 2018

In our opinion, the accompanying performance statement of the Monash City Council for the year ended 30 June 2018 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

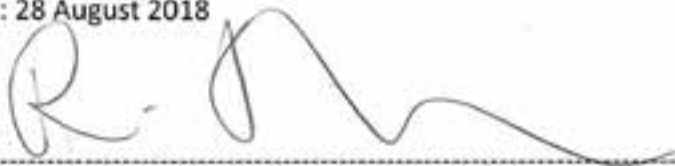
The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

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

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



PAUL KLISARIS
Mayor
Dated: 28 August 2018



REBECCA PATERSON
Councillor
Dated: 28 August 2018



ANDI DIAMOND
Chief Executive Officer
Dated: 28 August 2018

Independent Auditor’s Report

To the Councillors of City of Monash

Opinion	<p>I have audited the accompanying performance statement of City of Monash (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2018 • sustainable capacity indicators for the year ended 30 June 2018 • service performance indicators for the year ended 30 June 2018 • financial performance indicators for the year ended 30 June 2018 • other information and • the certification of the performance statement. <p>In my opinion, the performance statement of City of Monash in respect of the year ended 30 June 2018 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor’s Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors’ responsibilities for the performance statement	<p>The Councillors is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor’s responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

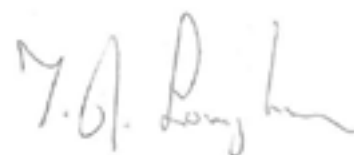
Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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

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

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

MELBOURNE
30 August 2018



Tim Loughnan





SECTION SIX

FINANCIALS



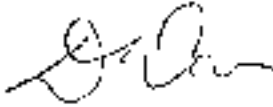
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CERTIFICATION OF THE FINANCIAL REPORT

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



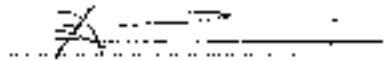
Principal Accounting Officer
Daniel Wain CPA

Dated: 28 August 2018

In our opinion the accompanying financial report presents fairly the financial transactions of Monash City Council for the year ended 30 June 2018 and the financial position of the Council as of that date.

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

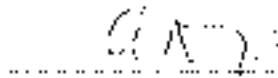
We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Mayor
Paul Klisaris



Council for
Rebecca Paterson



Chief Executive Officer
Andi Diamond

Dated: 28 August 2018

Independent Auditor's Report

To the Councillors of Monash City Council

Opinion	<p>I have audited the financial report of Monash City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2018 • 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 • notes to the financial statements, including significant accounting policies • certification of the financial report.
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In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2018 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	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p>
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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	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p>
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In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report

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

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

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

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

MELBOURNE
30 August 2018



Tim Loughnan
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the Year Ended 30 June 2018

	Note	2018 \$'000	2017 \$'000
Revenue			
Rates & Charges	2.1	116,012	112,922
Statutory Fees & Fines	2.2	10,435	10,384
User Fees	2.3	24,750	24,332
Grants - Operating	2.4	19,486	20,473
Grants - Capital	2.4	3,929	4,992
Contributions - monetary	2.5	7,198	6,957
Contributions - non-monetary	2.5	345	271
Net (loss)/gain on disposal of Property, Infrastructure, Plant & Equipment	2.6	137	216
Share of net profit/(loss) of joint operation accounted for by the equity method	5.3	(415)	(306)
Other Revenue	2.7	3,977	3,749
Total Revenue		185,854	183,990
Expenses			
Employee Costs	3.1	72,613	69,602
Materials & Services	3.2	67,829	63,332
Depreciation & Amortisation	3.3	27,113	26,127
Other Expenses	3.4	1,380	1,663
Total Expenses		168,935	160,724
Surplus for the year		16,919	23,266
Other comprehensive income			
Items that will be reclassified to surplus or deficit in future periods			
Net Asset revaluation increment	8.1 (a)	283,798	178,416
Total Comprehensive result		300,717	201,682

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

Balance Sheet

As at 30 June 2018

	Note	2018 \$'000	2017 \$'000
ASSETS			
Current Assets			
Cash & Cash Equivalents	4.1	36,863	23,503
Trade & Other Receivables	4.1	8,719	8,065
Other Financial Assets	4.1	53,002	59,002
Non Current Assets Classified as held for sale	5.1	2,356	2,356
Other Assets	4.2	2,203	1,551
Total Current Assets		103,143	94,477
Non-Current Assets			
Investments in joint arrangement accounted for using the equity method	5.3	1,171	1,267
Property, Infrastructure, Plant & Equipment	5.2	3,336,387	3,040,556
Intangible assets	4.2	2,362	2,305
Total Non-Current Assets		3,339,920	3,044,128
TOTAL ASSETS		3,443,063	3,138,605
LIABILITIES			
Current Liabilities			
Trade & Other Payables	4.3	16,667	15,549
Trust Funds & Deposits	4.3	11,475	9,605
Income in Advance	4.3	743	482
Provisions	4.4	15,999	15,890
Total Current Liabilities		44,884	41,526
Non-Current Liabilities			
Provisions	4.4	1,284	1,220
Liabilities in joint arrangement accounted for using the equity method	5.3	2,245	1,926
Total Non-Current Liabilities		3,529	3,146
TOTAL LIABILITIES		48,413	44,672
NET ASSETS		3,394,650	3,093,933
EQUITY			
Accumulated Surplus		985,589	973,833
Reserves	8.1	2,409,061	2,120,100
TOTAL EQUITY		3,394,650	3,093,933

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

Statement of Changes in Equity For the Year Ended 30 June 2018

Note	Total 2018 \$'000	Accumulated Surplus 2018 \$'000	Asset Revaluation Reserve 2018 \$'000	Other Reserves 2018 \$'000	Total 2017 \$'000	Accumulated Surplus 2017 \$'000	Asset Revaluation Reserve 2017 \$'000	Other Reserves 2017 \$'000
Balance at beginning of the Financial Year	3,093,933	973,833	2,100,619	19,481	2,892,252	953,631	1,922,203	16,418
Surplus for the year	16,919	16,919	-	-	23,266	23,266	-	-
Net asset revaluation increment	283,798	-	283,798	-	178,416	-	178,416	-
Transfers from Reserves	8.1	-	-	(6,657)	-	5,759	-	(5,759)
Transfers to Reserves	8.1	-	-	11,820	-	(8,822)	-	8,822
Balance at End of the Financial Year	3,394,650	985,589	2,384,417	24,644	3,093,933	973,833	2,100,619	19,481

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 2018

	Note	2018 Inflows/ (Outflows) \$'000	2017 Inflows/ (Outflows) \$'000
Cash Flows from Operating Activities			
Rates & Charges		115,679	111,855
Statutory Fees & Fines		10,435	10,384
User Fees		25,125	25,202
Grants - Operating		19,338	20,845
Grants - Capital		4,510	4,429
Contributions-monetary		7,198	6,957
Trusts and Refundable Deposits taken		1,877	163
Other Receipts		3,751	3,924
Net GST Refund		8,551	7,928
Employee Costs		(73,982)	(69,639)
Materials, Services and Contracts Paid		(77,673)	(70,650)
Trusts and Refundable Deposits repaid		(7)	(119)
Other Payments		(1,380)	(1,243)
Net cash provided by operating activities	8.2	43,422	50,036
Cash Flows from Investing Activities			
(Payments for) / Proceeds from Investment(Net)		6,000	(3,500)
Payments for Acquisition of Property, Infrastructure, Plant and Equipment		(36,199)	(35,175)
Proceeds from Sale of Property, Infrastructure, Plant and Equipment		137	928
Net cash provided by investing activities		(30,062)	(37,747)
Net (decrease) increase in cash and cash equivalents			
		13,359	12,288
Cash and cash equivalents at the beginning of the financial year		23,503	11,215
Cash and Cash equivalents at the end of the financial year	4.1 (a)	36,863	23,503

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 2018

	2018	2017
	\$'000	\$'000
Property		
Land	291	63
Land Improvements	-	83
Buildings	13,154	14,047
Total property	13,446	14,193
Plant and equipment		
Plant, machinery and equipment	2,687	2,912
Fixtures, fittings and furniture	723	1,006
Computers and telecommunications	3,617	2,906
Library books	1,257	1,244
Total plant and equipment	8,283	8,068
Infrastructure		
Roads	3,664	3,832
Bridges	51	66
Footpaths and cycleways	4,595	4,887
Drainage	3,161	2,258
Recreational, leisure and community facilities	4,254	1,743
Waste management	13	-
Parks, open space and streetscapes	3,357	2,699
Off street car parks	807	-
Other infrastructure	94	240
Total infrastructure	19,997	15,724
Total capital works expenditure	41,725	37,985
Less transferred to operating as unable to capitalise from work in progress	(2,412)	(1,812)
Adjusted Balance of Capital Works Expenditure	39,313	36,173
Represented by:		
New asset expenditure	-	7,608
Asset renewal expenditure	28,441	23,926
Asset expansion expenditure	5,423	1,915
Asset upgrade expenditure	7,861	4,536
Total capital works expenditure	41,725	37,985
Less transferred to operating as unable to capitalise from work in progress	(2,412)	(1,812)
Adjusted Balance of Capital Works Expenditure	39,313	36,173

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 2018

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's that have significant effects on the financial statements and estimates relate to:

- » The fair value of land, buildings, infrastructure, plant and equipment (refer to Note 5.2)
- » The determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 5.2)
- » The determination of employee provisions (refer to Note 4.4)

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

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 1 PERFORMANCE AGAINST BUDGET

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variances. Council has adopted a materiality threshold greater than 10 percent and \$1,000,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 27 June 2017. 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 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000	Variance 2018 %	Ref
Income					
Rates and charges	116,217	116,012	(205)	-0.2%	
Statutory fees and fines	10,577	10,435	(142)	-1.3%	
User fees	23,875	24,750	875	3.7%	
Contributions - monetary	4,951	7,198	2,247	45.4%	1
Contributions - non monetary	-	345	345	-100.0%	2
Grants - Operating (recurrent)	15,978	18,449	2,471	15.5%	3
Grants - Operating (non-recurrent)	236	1,037	801	339.4%	4
Grants - Capital (recurrent)	1,726	2,350	624	36.2%	5
Grants - Capital (non-recurrent)	4,067	1,579	(2,488)	-61.2%	6
Other Revenue	3,714	3,977	263	7.1%	
Profit from Sale of Assets	-	137	137	0.0%	
Share of net loss of joint operation	-	(415)	(415)	0.0%	
Total income	181,341	185,854	4,513	2.5%	
Expenses					
Employee costs	72,310	72,613	(303)	-0.4%	
Materials, Services & Contracts	64,174	67,829	(3,655)	-5.7%	7
Depreciation & Amortisation	27,261	27,113	148	0.5%	
Other Expenses	1,404	1,380	24	1.7%	
Total expenses	165,149	168,935	(3,786)	-2.3%	
Surplus for the year	16,192	16,919	727	4.5%	

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 1 PERFORMANCE AGAINST BUDGET (Cont'd)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Contributions -monetary	Contributions - monetary have exceeded the budget mainly due to developments in the municipality that have resulted in additional Public Open Space (\$1.97M) and drainage developer contributions (\$0.279M).
2	Contributions - non monetary	Unbudgeted non-monetary contributions received are developer contributions that are non-cash related and include land and infrastructure.
3	Grants - Operating (recurrent)	Operating grants (recurrent) are higher than budget due to advance receipt of \$2.182M Victoria Grants Commission allocation for 18/19 and additional subsidy income of \$0.182M in Children and Family services.
4	Grants - Operating (non-recurrent)	Higher than budgeted non-recurrent grant was received for Youth Services, Gender Equity in Victorian Sport and Recreation, Recycling relief (\$0.313M) and City & Strategic Planning (\$0.656M).
5	Capital Grants - Operating (recurrent)	Capital grants (recurrent) are higher than budget due to the advance receipt of Victorian Grant Commission Local Roads funding for 2018/19 (\$0.590M).
6	Capital Grants - Operating (non-recurrent)	Capital grants non-recurrent is under budget mainly due to advance funding received in 2016/17 but budgeted in 2017/18 (\$2.26M) for the redevelopment of Oakleigh Recreation Centre and for Eaton Mall Pedestrian Safety project (\$0.175M).
7	Materials, Services & Contracts	Materials, Services & Contracts are higher than budget mainly due to write back of expenditure of \$2.41M that has been charged to the Capital Works program that cannot be capitalised (prior to this adjustment the variance was 2%).

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 1 PERFORMANCE AGAINST BUDGET (Cont'd)

1.2 CAPITAL WORKS

	Budget 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000	Variance 2018 %	Ref
Property					
Land	-	291	(291)	100.0%	
Buildings & Building improvements	18,021	13,154	4,867	27.0%	1
Total Property	18,021	13,446	4,575	25.4%	
Plant and Equipment					
Plant, machinery and equipment	2,721	2,687	34	1.3%	
Fixtures, fittings and furniture	618	723	(105)	-16.9%	
Computers and telecommunications	3,169	3,617	(448)	-14.1%	2
Library books	1,259	1,257	2		
Total Plant and Equipment	7,767	8,283	(516)	-6.6%	
Infrastructure					
Roads	4,763	3,664	1,099	23.1%	3
Bridges	60	51	9	14.7%	
Footpaths and cycleways	4,343	4,595	(252)	-5.8%	
Drainage	2,413	3,161	(748)	-31.0%	4
Recreational, leisure and community facilities	4,001	4,254	(253)	-6.3%	
Waste management	78	13	65	83.0%	
Parks, open space and streetscapes	3,452	3,357	94	2.7%	
Off street car parks	294	807	(513)	-174.6%	5
Other infrastructure	126	94	32	25.4%	
Total Infrastructure	19,530	19,997	(467)	-2.4%	
Total Capital Works Expenditure	45,318	41,725	3,593	7.9%	
Less transferred to operating as unable to capitalise from work in progress	-	(2,412)	2,412		
Adjusted Balance of Capital Works Expenditure	45,318	39,313	6,005	13.3%	
Represented by:					
Asset renewal expenditure	30,890	28,441	2,449	7.9%	
Asset expansion expenditure	5,890	5,423	467	7.9%	
Asset upgrade expenditure	8,538	7,861	677	7.9%	
Total Capital Works Expenditure	45,318	41,725	3,593	7.9%	
Less transferred to operating as unable to capitalise from work in progress	-	(2,412)	2,412		
Adjusted Balance of Capital Works Expenditure	45,318	39,313	6,005	13.3%	

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 1 PERFORMANCE AGAINST BUDGET (Cont'd)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Buildings & Building improvements	The Oakleigh Recreation Centre required a more detailed consultative process resulting in a delayed commencement and a variation to the Adopted Budget of \$3.35M. In addition, due to delays in construction, funds of \$1.39M have been carried forward to 2018/19 for completion of Columbia Park pavilion and the Mount Waverley Community Centre.
2	Computers and Telecommunications	There were additional costs in integrating the libraries into Council's corporate systems, a greater than planned need to replace old computers and software, and a change in priority projects.
3	Roads	A longer consultation and design stage has delayed the Atherton Road reconstruction project to be completed in 2019/20 with budgeted funds being carried over to 2018/19.
4	Drainage	Oakpark Drive drainage (\$0.598M) was completed in 2017/18 due to a contractor not being able to proceed in 2016/17. The project was not included in the 2017/18 Adopted Budget and was funded from the Drainage Developer Contributions Reserve.
5	Off Street Car parks	Gardiner's Creek Reserve Car Park was completed however the funds were originally included as part of the Synthetic surface project and separated out during the year.

NOTE 1

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 2 FUNDING FOR THE DELIVERY OF OUR SERVICES

	2018	2017
	\$'000	\$'000

2.1 RATES AND CHARGES

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

The valuation base used to calculate general rates for 2017/18 was \$72.399 billion (2016/17 \$71.842 billion). The 2017/18 rate in the dollar for residential was \$0.0015448 (2016/17 \$0.0015145) and for other properties \$0.0020116 (2016/17 \$0.0019722).

General Rates	115,012	111,840
Cultural & Recreational	223	219
Supplementary rates & rate adjustments	777	863
Total Rates and Charges	116,012	112,922

The date of the latest general revaluation of land for rating purposes within the municipality is 1 January 2018 and the valuation was first applied in the rating year commencing 1 July 2018. Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

2.2 STATUTORY FEES AND FINES

Infringements	5,681	5,923
Court Recoveries	925	838
Town Planning Fees	2,985	2,783
Land Information Certificates	155	161
Permits	689	679
Total Statutory Fees and Fines	10,435	10,384

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.

2.3 USER FEES

Aged, Health and Children's Services	3,355	3,112
Recreation Fees	12,123	12,112
Waste Transfer Station	2,563	2,108
Building Services Fees	1,848	1,735
Library Fees and Fines	186	185
Bin Charges	1,389	1,298
Lease Charges	479	509
Hire and Rental Charges	995	880
Other Fees and Charges	1,812	2,393
Total User Fees	24,750	24,332

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

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 2 FUNDING FOR THE DELIVERY OF OUR SERVICES (Cont'd)

	2018	2017
	\$'000	\$'000
2.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	14,899	17,427
State funded grants	8,516	8,038
Total grants received	23,415	25,465
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants	4,104	5,705
Family and Children	1,706	1,627
General Home Care	6,736	6,755
Recurrent - State Government		
Family and Children	157	155
Maternal & child health	1,510	1,444
Libraries	1,187	1,163
General Home care	2,217	2,263
Youth Services	190	142
School crossing supervisors	508	343
Other	134	121
Total recurrent operating grants	18,449	19,718
Non Recurrent - Commonwealth Government		
Family and Children	3	352
Non Recurrent - State Government		
Community	233	132
Youth services	210	208
Recycling relief grant	313	-
Other	278	63
Total non-recurrent operating grants	1,037	755
Total operating grants	19,486	20,473

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 2 FUNDING FOR THE DELIVERY OF OUR SERVICES (Cont'd)

	2018	2017
	\$'000	\$'000
2.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (Cont'd)		
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	1,111	1,299
Financial Assistance Grants - Local Roads	1,239	1,673
Recurrent - State Government		
Libraries	-	21
Other	-	38
Total recurrent capital grants	2,350	3,031
Non Recurrent - Commonwealth Government		
Recreation	-	4
Other	-	11
Non Recurrent - State Government		
Recreation	1,150	1,654
Economic Development	372	270
Other	57	20
Total non recurrent capital grants	1,579	1,959
Total capital grants	3,929	4,992
Total Grants	23,415	25,465

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

Balance at start of year	1,841	749
Received during the financial year and remained unspent at balance date	1,769	1,841
Received in prior years and spent during the financial year	(745)	(749)
Balance at year end	2,865	1,841

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

2.5 CONTRIBUTIONS

Monetary	7,198	6,957
Non-monetary	345	271
Total Contributions	7,543	7,228

Contributions of non monetary assets were received in relation to the following asset classes.

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 2 FUNDING FOR THE DELIVERY OF OUR SERVICES (Cont'd)

	2018	2017
	\$'000	\$'000
2.5 CONTRIBUTIONS (Cont'd)		
Buildings	-	73
Infrastructure	293	
Other	52	198
Total Non-Monetary Contributions	345	271

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

2.6 NET GAIN/(LOSS) ON DISPOSAL OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

Land & Buildings		
Proceeds from Sale of Assets	56	127
Sale Cost	-	(6)
Written Down Value of Assets Disposed	(4)	(57)
Write back of Revaluation on Assets Disposed	3	7
Gain on Disposal of Land & Buildings	55	71
Plant & Equipment		
Proceeds from Sale of Assets	538	807
Written Down Value of Assets Disposed	(422)	(662)
Gain on Disposal of Plant & Equipment	116	145
Infrastructure		
Written Down Value of Assets Disposed	(38)	-
Write back of Revaluation on Assets Disposed	4	-
Gain on Disposal of Infrastructure and Plant & Equipment	(34)	-
Total		
Proceeds from Sale of Assets	594	928
Write back of Revaluation on Assets Disposed	7	-
Written Down Value of Assets Disposed	(464)	(712)
Total Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant & Equipment	137	216

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

2.7 OTHER REVENUE

Investment Interest	2,064	1,739
Rates and Charges Interest	341	302
Other Revenue	1,572	1,708
Total Other Revenue	3,977	3,749

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 2018

NOTE 3 THE COST OF DELIVERING SERVICES

	2018	2017
	\$'000	\$'000
3.1 EMPLOYEE COSTS		
Salaries & Wages	58,274	56,208
Work cover	693	888
Casual staff	6,254	6,088
Superannuation	6,162	5,344
Fringe Benefits Tax	326	272
Long Service Leave	1,567	1,435
Other Employee Related costs	793	721
	74,069	70,956
Less: Amounts capitalised (non-current assets constructed by Council)	(1,456)	(1,354)
Total Employee Costs	72,613	69,602
(a) Superannuation		
Council made contributions to the following funds:		
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,427	3,061
Employer contributions - other funds	2,135	1,708
	5,562	4,769
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	600	575
	6,162	5,344
Refer to note 8.3 for further information relating to Council's superannuation obligations.		
3.2 MATERIALS AND SERVICES		
Materials and Services	13,860	10,457
Contract Payments	34,444	34,204
General Maintenance	3,585	3,520
Utilities	4,091	3,447
General Administrative	7,615	7,747
Insurance	1,718	1,558
Consultants	1,417	1,291
Other	1,099	1,108
Total Materials and Services	67,829	63,332

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 3 THE COST OF DELIVERING SERVICES (Cont'd)

	2018	2017
	\$'000	\$'000
3.3 DEPRECIATION AND AMORTISATION		
Buildings	7,458	7,789
Plant and Equipment	5,286	4,953
Infrastructure	13,767	12,884
Intangible Assets	602	501
Total Depreciation and Amortisation	27,113	26,127
3.4 OTHER EXPENSES		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	70	68
Auditors Remuneration - Internal	173	134
Elizabeth Gardens Independent Living Units - Write back	-	420
Councillor Allowances	434	409
Operating Lease Rentals	703	632
Total Other Expenses	1,380	1,663

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 4 OUR FINANCIAL POSITION

	2018	2017
	\$'000	\$'000
4.1 FINANCIAL ASSETS		
(a) Cash and Cash Equivalents		
Cash at bank	3,843	1,483
Cash on hand	20	20
Short term deposits (with a maturity date of 90 Days or less)	33,000	22,000
Total Cash and Cash Equivalents	36,863	23,503
(b) Other Financial Assets		
Unlisted Shares - Procurement Australia	2	2
Short term deposits (with a maturity date over 90 Days)	53,000	59,000
Total Other Financial Assets	53,002	59,002
Total Financial Assets	89,865	82,505

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 4.3)	11,475	9,605
Statutory Reserve	10,125	9,827
Total Restricted funds	21,600	19,432
Total Unrestricted Cash and Cash Equivalents	15,263	4,071

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

(c) Trade and Other Receivables

Current

Statutory Receivables

Rates Receivable	4,263	3,900
	4,263	3,900
Parking Infringements	6,320	4,937
Less: Provision for Doubtful Debts	(5,561)	(4,326)
	759	611

Non- Statutory Receivables

Sundry debtors	3,758	3,722
Less: Provision for Doubtful Debts	(61)	(168)
	3,697	3,554
Total Trade and Other Receivables	8,719	8,065

Receivables are carried at invoice amount as amortised cost using the effective interest rate method would not impact the carrying value. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 4 OUR FINANCIAL POSITION (Cont'd)

	2018	2017
	\$'000	\$'000
4.1 FINANCIAL ASSETS (Cont'd)		
(c) Trade and Other Receivables (cont'd)		
Ageing of Receivables		
The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:		
Current (not yet overdue)	3,220	2,663
Past due by up to 30 days	265	604
Past due between 31 and 180 days	273	455
Total Trade & Other Receivables	3,758	3,722
Movement in Receivables Provision for Doubtful Debts		
Balance at the beginning of the year	168	166
Provisions adjusted during the year	(107)	2
Balance at the end of year	61	168
4.2 NON-FINANCIAL ASSETS		
(a) Other Assets		
Accrued Income	1,202	697
Prepayments	956	782
Other	45	72
Total Other Assets	2,203	1,551
(b) Intangible Assets		
Software		
Gross carrying amount		
Balance as at 1 July	3,722	3,154
Additions	742	568
	4,464	3,722
Work in Progress	17	102
Balance as at 30 June	4,481	3,824
Accumulated amortisation and impairment		
Balance as at 1 July	(1,516)	(1,015)
Amortisation expense	(603)	(501)
Balance as at 30 June	(2,119)	(1,516)
Net book value as at 30 June	2,362	2,305

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 4 OUR FINANCIAL POSITION (Cont'd)

	2018	2017
	\$'000	\$'000
4.3 PAYABLES		
(a) Trade and Other Payables		
Operating Payables	7,743	8,236
Capital Payables	6,650	4,954
Employee Costs	2,274	2,359
Total Trade and Other Payables	16,667	15,549
(b) Trust Funds and Deposits		
Refundable Deposits	10,111	8,392
Retention Amounts	992	833
Fire Services Property Levy	343	350
Other Refundable Deposits	29	30
Total Trust Funds and Deposits	11,475	9,605
<p>Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.</p>		
<p>Purpose and nature of items</p>		
<p>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.</p>		
<p>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.</p>		
<p>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.</p>		
(c) Income in Advance		
Aquatic Facilities Membership & Learn-to Swim	147	241
Rates Paid in Advance	569	173
Other	27	68
Total Income in Advance	743	482

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 4 OUR FINANCIAL POSITION (Cont'd)

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

4.4 PROVISIONS

2018

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

2017

Balance at beginning of the financial year	(5,135)	(12,034)	(17,169)
Additional provisions	(4,706)	(1,642)	(6,348)
Amounts used	4,564	1,561	6,125
Decrease in the discounted amount arising because of time and the effect of any change in the discount rate	75	207	282
Balance at the end of the financial year	(5,202)	(11,908)	(17,110)

	2018	2017
	\$'000	\$'000
(a) Employee Provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	4,040	3,880
Long service leave	2,234	2,245
	6,274	6,125
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,321	1,322
Long service leave	8,404	8,444
	9,725	9,766
Total Current Provisions	15,999	15,890
Non-Current		
Long service leave	1,284	1,220
Total Non-Current Provisions	1,284	1,220

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

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 4 OUR FINANCIAL POSITION (Cont'd)

	2018	2017
	\$'000	\$'000

4.4 PROVISIONS (Cont'd)

Wages and salaries and annual leave

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

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

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

Weighted average increase in costs	2.50%	2.50%
Weighted average discount rates	2.03%	1.61%
Weighted average settlement period	2-5 Years	2-5 Years

4.5 FINANCING ARRANGEMENTS

The Council has the following funding arrangements in place as at 30 June 2018

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

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

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 4 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

4.6 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.

2018

Operating

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

Capital

Buildings	2,943	-	-	-	2,943
Infrastructure	2,479	154	-	-	2,633
Roads	610	-	-	-	610
Total Capital	6,032	154	-	-	6,186

2017

Operating

Cleaning Services	924	-	-	-	924
Domestic Waste Collection	10,600	5,284	12,481	22,882	51,247
Other Operating Services	2,797	4,021	-	-	6,818
Printing & IT Infrastructure	1,148	329	256	-	1,733
Recycling	1,421	-	-	-	1,421
Repairs & Maintenance	439	-	-	-	439
Supply Meals/Foodstuffs	807	807	-	-	1,614
Traffic & Parking Management	3,217	3,217	2,949	-	9,383
Utilities & Fuel	2,355	420	232	-	3,007
Total Operating	23,708	14,078	15,918	22,882	76,586

Capital

Buildings	2,650	-	-	-	2,650
Infrastructure	745	88	154	-	987
Roads	738	-	-	-	738
Total Capital	4,133	88	154	-	4,375

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 4 OUR FINANCIAL POSITION (Cont'd)

	2018	2017
	\$'000	\$'000
4.6 (A) OPERATING LEASE COMMITMENTS		
At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council activities (These obligations are not recognised as liabilities).		
Not later than one year	657	402
Later than one year but not later than two years	597	218
Later than two years but not later than five years	1,229	197
Total Operating Lease Commitments	2,483	817

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

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 5 ASSETS WE MANAGE

5.1 NON CURRENT ASSETS CLASSIFIED AS HELD FOR SALE

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

	2018	2017
	\$'000	\$'000
Land & Buildings	2,356	2,320
Capitalised development costs (eg roads, drainage)	-	36
Total Non Current Assets Classified As Held For Sale	2,356	2,356

Please note Land and Buildings include two properties that Council has resolved to sell.

5.2 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

5.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

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

Category	At Fair Value 30 June 2017	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers	At Fair Value 30 June 2018
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	2,219,901	-	-	277,606	-	-	-	2,497,507
Buildings	187,275	17,808	-	6,199	(7,600)	(3)	-	203,679
Plant and Equipment	24,710	6,255	52	-	(5,285)	(395)	-	25,337
Infrastructure	597,699	17,597	293	-	(13,625)	(66)	-	601,898
Work in progress	10,971	-	-	-	-	-	(3,005)	7,966
Total	3,040,556	41,660	345	283,805	(26,510)	(464)	(3,005)	3,336,387

(b) Summary of Work in Progress

Category	Opening WIP	Additions	Transfer to Operating	Reclassification	Transfers	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Buildings	9,975	13,154	(411)	-	(17,808)	5,153
Plant and Equipment	73	7,626	(1,219)	(134)	(6,255)	91
Infrastructure	923	20,288	(782)	(108)	(17,597)	2,723
Total	10,971	41,068	(2,412)	-	(41,660)	7,967

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 5 ASSETS WE MANAGE (Cont'd)

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

(c) Land and Buildings	Land - specialised	Land - non specialised	Land under roads	Total land	Heritage Buildings	Buildings - specialised	Total buildings	Work in progress	Total property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2017	1,676,194	541,055	2,652	2,219,901	-	337,425	337,425	9,975	2,567,301
Accumulated depreciation at 1 July 2017	-	-	-	-	-	(150,150)	(150,150)	-	(150,150)
Movements in fair value	1,676,194	541,055	2,652	2,219,901	-	187,275	187,275	9,975	2,417,151
Acquisition of assets at fair value	-	-	-	-	-	-	-	\$13,154	13,154
Revaluation increments	235,421	42,185	-	277,606	-	6,817	6,817	-	284,423
Fair value of assets disposed	-	-	-	-	-	(441)	(441)	-	(441)
Transfers to operating	-	-	-	-	-	-	-	(411)	(411)
Reclassification	-	-	-	-	-	-	-	242	242
Transfer from WIP	-	-	-	-	-	17,808	17,808	(17,808)	-
Movements in accumulated depreciation	235,421	42,185	-	277,606	-	24,184	24,184	(4,822)	296,968
Depreciation and amortisation	-	-	-	-	-	7,600	7,600	-	7,600
Revaluation increments	-	-	-	-	-	618	618	-	618
Accumulated depreciation of disposals	-	-	-	-	-	(437)	(437)	-	(437)
	-	-	-	-	-	7,781	7,781	-	7,781
At fair value 30 June 2018	1,911,615	583,240	2,652	2,497,507	-	361,609	361,609	5,153	2,864,269
Accumulated depreciation at 30 June 2018	-	-	-	-	-	(157,931)	(157,931)	-	(157,931)
	1,911,615	583,240	2,652	2,497,507	-	203,678	203,678	5,153	2,706,338

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 5 ASSETS WE MANAGE (Cont'd)

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

(d) Plant and Equipment	Plant machinery and equipment \$'000	Fixtures and fittings and furniture \$'000	Computers & telecomms \$'000	Artwork \$'000	Library books \$'000	Work in progress \$'000	Total plant and equipment \$'000
At fair value 1 July 2017	16,526	14,766	5,985	6,503	6,899	73	50,752
Accumulated depreciation at 1 July 2017	(7,723)	(9,978)	(4,198)	-	(4,070)	-	(25,969)
	8,803	4,788	1,787	6,503	2,829	73	24,783
Movements in fair value							
Acquisition of assets at fair value				7,626			7,626
Contributions	-	-	-	52			52
Fair value of assets disposed	(1,384)	(56)	(307)	-	(1,228)	-	(2,975)
Transfers to operating						(1,219)	(1,219)
Reclassification						(134)	(134)
Transfer from WIP	2,407	1,092	1,450	49	1,257	(6,255)	-
	1,023	1,036	1,143	101	29	18	3,350
Movements in accumulated depreciation							
Depreciation and amortisation	1,987	1,146	991	-	1,161	-	5,285
Accumulated depreciation of disposals	(991)	(55)	(306)	-	(1,228)	-	(2,580)
	996	1,091	685	-	(67)	-	2,705
At fair value 30 June 2018	17,549	15,802	7,128	6,604	6,928	91	54,102
Accumulated depreciation at 30 June 2018	(8,719)	(11,069)	(4,883)	-	(4,003)	-	(28,674)
	8,830	4,733	2,245	6,604	2,925	91	25,428

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 5 ASSETS WE MANAGE (Cont'd)

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

(e) Infrastructure	Roads	Bridges	Footpaths	Drainage	Recreational, leisure and community	Traffic management	Parks open spaces and streetscapes	Bicycle paths	Off street car parks	Other infrastructure	Work in Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2017	491,820	4,615	178,561	393,581	20,779	10,354	42,965	5,886	12,410	8,535	923	1,170,429
Accumulated depreciation at 1 July 2017	(201,249)	(1,889)	(112,112)	(211,388)	(6,965)	(2,415)	(20,057)	(2,687)	(6,326)	(6,719)	-	(571,807)
	290,571	2,726	66,449	182,193	13,814	7,939	22,908	3,199	6,084	1,816	923	598,622
Movements in fair value	-	-	-	-	-	-	-	-	-	-	\$20,288	20,288
Acquisition of assets at fair value	-	-	-	-	-	-	-	-	-	-	-	-
Contributions	142	-	-	151	-	-	-	-	-	-	-	293
Revaluation increments/decrements	-	-	-	-	-	-	-	-	-	-	-	-
Fair value of assets disposed	-	(112)	-	-	(113)	-	-	-	-	-	-	(225)
Transfers to operating	-	-	-	-	-	-	-	-	-	-	(782)	(782)
Reclassification	-	-	-	-	-	-	-	-	-	-	(108)	(108)
Transfer from WIP	3,259	54	3,206	3,382	5,059	344	1,171	627	215	280	(17,597)	-
	3,401	(58)	3,206	3,533	4,946	344	1,171	627	215	280	1,800	19,465
Movements in accumulated depreciation	-	-	-	-	(99)	-	-	-	-	-	-	(159)
Depreciation and amortisation	4,036	54	1,392	3,739	1,109	432	1,921	247	440	255	-	13,625
Accumulated depreciation of disposals	-	(60)	-	-	-	-	-	-	-	-	-	-
	4,036	(6)	1,392	3,739	1,010	432	1,921	247	440	255	-	13,466
At fair value 30 June 2018	495,221	4,557	181,767	397,114	25,725	10,698	44,136	6,513	12,625	8,815	2,723	1,189,894
Accumulated depreciation at 30 June 2018	(205,285)	(1,883)	(113,504)	(215,127)	(7,975)	(2,847)	(21,978)	(2,934)	(6,766)	(6,974)	-	(585,273)
	289,936	2,674	68,263	181,987	17,750	7,851	22,158	3,579	5,859	1,841	2,723	604,621

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 5 ASSETS WE MANAGE (Cont'd)

5.2 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.

Land under roads

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

(g) Repairs and Maintenance

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

(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 below 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.

Depreciation periods used are summarised below and are consistent with the prior year unless otherwise stated.

Asset Description	2017/18 Useful Life	Threshold Limit \$
Land and Buildings		
-Land	Indefinite	1
-Land under roads	Indefinite	1
-Buildings	30-50 Years	1
-Heritage Buildings	250 Years	1
Plant and Equipment		
-Plant Machinery & Equipment	2-10 Years	1,000
-Furniture & Fittings	3-10 Years	1,000
-Art work	Indefinite	1
-Computer equipment	3-7 Years	1
-Library books	2 -7 Years	1
Infrastructure		
-Roads Pavements & Footpaths	80-150 Years	1,000
-Bridges	40-120 Years	1,000
-Drainage	100 Years	1,000
-Recreational leisure & community	25-100 Years	1,000
-Parks, open spaces & streetscape	25-120 Years	1,000
-Bicycle paths	10-100 Years	1,000
-Off street car parks	10-100 Years	1,000
-Other infrastructure	10-100 Years	1,000

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 5 ASSETS WE MANAGE (Cont'd)

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

(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

annually. 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.

	2018	2017
Council	\$'000	\$'000
Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% 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.	1,914,267	1,678,846
Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$250 to \$5,800 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 30 years to 250 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.	203,678	187,274
Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 10 years to 150 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.	604,622	597,702

NOTES

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 5 ASSETS WE MANAGE (Cont'd)

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

(j) Valuation of Property

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

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

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

Valuation of land and buildings was undertaken (June 2018) by a qualified independent valuers Tim Frain and Nick De Propertis of Westlink Corporation Pty Ltd (trading as Westlink Consulting) - registration no 3878.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level 1	Level 2	Level 3
Council	\$'000	\$'000	\$'000
Land	-	541,055	-
Specialised Land	-	-	1,911,615
Specialised buildings	-	-	203,678
Total	-	541,055	2,115,293

(k) Valuation of Infrastructure

A review of the rates for infrastructure assets for 2017/18 has been undertaken to assess any "material movement" in 'Fair Value' of Council's infrastructure assets as at the 30 June 2018. As a result of this review a revaluation of these assets have not been undertaken.

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

The valuation is at fair value based on replacement cost less accumulated depreciation as at 30 June 2018.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2018 are as follows:

Council	Level 1	Level 2	Level 3
	\$'000	\$'000	\$'000
Roads	-	-	289,936
Bridges	-	-	2,674
Footpaths	-	-	68,263
Drainage	-	-	181,987
Total	-	-	542,860

Reconciliation of Specialised Land

	2018	2017
Council	\$'000	\$'000
Land under roads	2,652	2,652
Parks and reserves and other	1,911,615	1,676,194
Total specialised land	1,914,267	1,678,846

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 5 ASSETS WE MANAGE (Cont'd)

5.3 INVESTMENTS IN JOINT ARRANGEMENT ACCOUNTED FOR USING THE EQUITY METHOD

Regional Landfill Clayton South Unincorporated Joint Arrangement

Under an agreement dated 23 September 1986, the former City of Oakleigh (now vested in the Monash City Council) contracted to purchase a 16.8% interest in the landfill site situated at 654 - 718 Clayton Road, South Clayton from the former City of Camberwell at a cost of \$840k.

Whilst the site was closed in December 2015, the joint venture continues to manage the site to ensure compliance with relevant environmental standards. Under Clause 2.2 of the purchase

agreement Council receives 16.8% of any net operating surplus and pays 16.8% of any net operating deficit of the operations of the Clayton Landfill venture. Council's share of the operating loss for the year ended 30 June 2018 was \$426K, which has been recognised as an expense in the Comprehensive Operating Statement.

The value of the investment in the Clayton Landfill has been revalued at year end to reflect Council's share of net assets recorded in the audited

Accounts of the Joint operation at 30 June 2018 and is included in the Balance Sheet as follows:

REGIONAL LANDFILL CLAYTON SOUTH JOINT OPERATION Balance Sheet As at 30 June 2018

	2018	2017
	\$'000	\$'000
Current Assets	6,931	7,996
Current Liabilities	(25)	(452)
Net Current Assets	6,906	7,544
Non-Current Assets	-	-
Non-Current Liabilities	(13,364)	(11,467)
Net Liability	(6,458)	(3,923)
Contribution-Re Land	1,659	1,659
Retained earnings	(8,117)	(5,582)
Deficit	(6,458)	(3,923)
Share of Monash City Council (16.8%)		
Movements		
Share in Joint Operation Equity as at 1 July	(659)	(353)
Share of net profits/(loss) of joint operation	(415)	(306)
Increase/(Decrease) for the year	(1,074)	(659)
Share in Joint Operation Equity as at 30 June 2018	(1,074)	(659)
Represented in Council's Balance Sheet - Equity		
Non-Current Assets - Investment in Joint arrangement accounted for using the equity method	1,171	1,267
Non-Current Liability - Investment in Joint arrangement accounted for using the equity method	(2,245)	(1,926)
Net Liability	(1,074)	(659)

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 5 ASSETS WE MANAGE (Cont'd)

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

Regional Landfill Clayton South Unincorporated Joint Arrangement (Cont'd)

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

At the reporting date the Joint Venture recognised a provision for rehabilitation works which is measured at the present value of the Joint Venturers' best estimate of the costs associated with remediation of the site over a period of 27 years. Remediation is expected to be completed by 2045.

The calculation of the provision is based on a review of the Annual and planned equipment replacement aftercare costs of the site. These costs have been inflated at an assumed inflation rate of 2.5% annually for 27 years. The present value calculation uses the Milliman Group of 100 discount rate forecasts for 27 years.

The provision also takes into account a forecast \$4.35 million of capping and gas infrastructure works that are required to be completed primarily in 2018-19 in order to decommission the land fill, which includes \$1.5 million provision for a response to a draft clean-up notice from the Environmental Protection Agency. The provision is assessed at the end of each reporting period in order to ensure it accurately reflects the cost of closing and restoring the site.

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 6 PEOPLE AND RELATIONSHIPS

6.1 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 5.3.

(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:

	2018	2017
	No.	No.

Key Management Personnel - Councillors

From 1 July 2017 to 30 June 2018

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

From 1 July 2016 to 22 October 2016

Councillor Micaela Drieberg	-	1
Councillor Katrina Nolan	-	1
Councillor Bill Pontikis	-	1
Councillor Jieh Yung Lo	-	1
Councillor John Sharkey	-	1
Councillor NGA Hosking	-	1

	2018	2017
	No.	No.

Key Management Personnel - Officers

Andi Diamond Chief Executive Officer	1	1
Jack Crawford Director Corporate Services (resigned 14/08/17)	1	1
Danny Wain Chief Financial Officer	1	-
Julie Salomon Director Community Development & Services	1	1
Ossie Martinz Director Infrastructure	1	1
Peter Panagakos Director City Development	1	1
Frank Rog Executive Manager Human Resources (resigned 02/07/17)	1	1
Leanne Wiebenga Executive Manager-People and Culture	1	-
Jarrold Doake Chief Operating Officer	1	1
Joanne Robertson Manager Communications	1	1
Ainslie Gowan Manager Communications (resigned 12/05/17)	-	1
Total Key Management Personnel	21	26

(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

Short-term benefits	2,356	2,230
Post-employment benefits	196	204
Long-term benefits	71	65
Total	2,623	2,499

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

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 6 PEOPLE AND RELATIONSHIPS (Cont'd)

6.1 COUNCIL AND KEY MANAGEMENT REMUNERATION

(Cont'd)

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

a Category 3 Council. The Councillor and Mayoral allowances for 2016-2020 have been set at the allowance range for a Category 3 Council, approved by the Minister for Local Government, and applicable from 1 December 2016, is:

Mayor allowance: \$94,641 per annum

Councillor allowance: \$29,630 per annum

Council also contributes the legislative requirement for 9.5% superannuation.

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

	2018	2017
	No.	No.
\$1 - \$9,999	-	6
\$20,000 - \$29,999	-	6
\$30,000 - \$39,999	9	3
\$40,000 - \$49,999	-	1
\$50,000 - \$59,999	1	-
\$60,000 - \$69,999	-	-
\$80,000 - \$89,999	1	1
	11	17

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

\$100,000 - \$109,999	1	-
\$110,000 - \$119,999	-	1
\$140,000 - \$149,999	1	-
\$170,000 - \$179,999	1	-
\$180,000 - \$189,999	1	-
\$190,000 - \$199,999	-	1
\$200,000 - \$209,999	-	2
\$210,000 - \$219,999	1	-
\$220,000 - \$229,999	1	-
\$240,000 - \$249,999	1	2
\$250,000 - \$259,999	1	1
\$260,000 - \$269,999	1	1
\$360,000 - \$369,999	-	1
\$370,000 - \$379,999	1	-
	10	9

(d) Senior Officer Remuneration

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

- has management responsibilities and reports directly to the Chief Executive; or
- whose total annual remuneration exceeds \$145,000.

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

	2018	2017
Income Range:	No.	No.
<\$145,000	2	7
\$145,000 - \$149,999	5	2
\$150,000 - \$159,999	6	7
\$160,000 - \$169,999	7	5
\$170,000 - \$179,999	3	3
\$180,000 - \$189,999	3	2
\$190,000 - \$199,999	1	1
\$200,000 - \$209,999	1	0
	28	27
	\$'000	\$'000
Total Remuneration for the reporting year for Senior Officers includes all bonuses, termination payments and payments of outstanding leave which amounted to:	4,554	4,511

6.2 RELATED PARTY DISCLOSURE

(a) Transactions with related parties

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

(b) Outstanding balances with related parties

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

(c) Loans to/from related parties

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

(d) Commitments to/from related parties

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

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 7 MANAGING UNCERTAINTIES

7.1 CONTINGENT ASSETS AND LIABILITIES

(a) Contingent Assets

As at 30 June 2018, 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 8.3. 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 its liability, 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.

(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.

	2018	2018	2017	2017
	Outstanding Loan Liability	Guarantee Limit	Outstanding Loan Liability	Guarantee Limit
	\$'000	\$'000	\$'000	\$'000
Waverley Hockey Club	171	300	200	300
	171	300	200	300

7.2 CHANGE IN ACCOUNTING STANDARDS

The following new AAS's have been issued that are not mandatory for the 30 June 2018 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Financial Instruments - Disclosures (AASB 7) (applies 2018/19)

This Standard requires entities to provide disclosures in their financial statements that enable users to evaluate: (a) the significance of financial instruments for the entity's financial position and performance; and (b) the nature and extent of risks arising from financial instruments to which the entity is exposed.

Financial Instruments (AASB 9) (applies 2018/19)

The key changes include the simplified requirements for the classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier, as opposed to the current approach that recognises impairment only when incurred.

NOTE 7

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 7 MANAGING UNCERTAINTIES (Cont'd)

7.2 CHANGE IN ACCOUNTING STANDARDS (Cont'd)

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

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

Leases (AASB 16) (applies 2019/20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Income of Not-for-Profit Entities (AASB 1058) (applies 2019/20)

This standard replaces AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable to not-for-profit entity to further its objectives.

7.3 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.

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 7 MANAGING UNCERTAINTIES (Cont'd)

7.3 FINANCIAL INSTRUMENTS (Cont'd)

(b) Market Risk (Cont'd)

Interest rate risk

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

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit Risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk:

- We have a policy for establishing credit limits for the entities we deal with
- We may require collateral where appropriate
- 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 7.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity Risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or we will not have sufficient funds to settle a transaction

when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- Have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained
- Have readily accessible standby facilities and other funding arrangements in place
- Have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments
- Monitor budget to actual performance on a regular basis
- Set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 7.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

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

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

(e) Sensitivity Disclosure Analysis

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

- A parallel shift of +1% and -1% in market interest rates (AUD) from year-end rates of 2.5%.

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

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 7 MANAGING UNCERTAINTIES (Cont'd)

7.4 FAIR VALUE MEASUREMENT

Fair value hierarchy

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

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

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

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

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

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

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

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

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

Impairment of Assets

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

Assessment of the impairment of assets has been undertaken as part of Monash internal work plan and there have been no impairment write-downs in 2017/18.

7.5 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 2018

NOTE 8 OTHER MATTERS

8.1 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
2018				
Property				
Land	1,860,723	277,606	-	2,138,329
Buildings	71,123	6,199	(3)	77,319
Infrastructure				
Roads and Footpaths	84,106	-	-	84,106
Drainage	73,201	-	-	73,201
Other Infrastructure	9,227	-	(4)	9,223
Other				
Plant & Equipment	11	-	-	11
Library Books	250	-	-	250
Art Collection	1,978	-	-	1,978
Total Asset Revaluation Reserves	2,100,619	283,805	-7	2,384,417

	Balance at beginning of reporting period	Revaluation Increment / (decrement)	Adjustments	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
2017				
Property				
Land	1,704,164	156,559	-	1,860,723
Buildings	71,130	(7)	-	71,123
Infrastructure				
Roads and Footpaths	78,275	5,831	-	84,106
Drainage	57,779	15,422	-	73,201
Other Infrastructure	8,616	611	-	9,227
Other				
Plant & Equipment	11	-	-	11
Library Books	250	-	-	250
Art Collection	1,978	-	-	1,978
Total Asset Revaluation Reserves	1,922,203	178,416	0	2,100,619

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 2018

NOTE 8 OTHER MATTERS (Cont'd)

8.1 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
2018				
Drainage Reserve	7,441	1,097	(1,611)	6,927
Parking Reserve	2,386	890	(78)	3,198
Public Open Space Reserve	-	4,968	(4,968)	-
Total Statutory Reserves	9,827	6,955	(6,657)	10,125
2017				
Drainage Reserve	6,968	989	(516)	7,441
Parking Reserve	2,296	1,112	(1,022)	2,386
Public Open Space Reserve	-	4,221	(4,221)	-
Total Statutory Reserves	9,264	6,322	(5,759)	9,827

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 2018

NOTE 8 OTHER MATTERS (Cont'd)

8.1 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
2018				
Development Reserve	7,154	-	-	7,154
Superannuation Reserve	2,500	2,000	-	4,500
Unspent Grant Reserve	-	2,865	-	2,865
Total Discretionary Reserves	9,654	4,865	-	14,519
2017				
Development Reserve	7,154	-	-	7,154
Superannuation Reserve	-	2,500	-	2,500
Total Discretionary Reserves	7,154	2,500	-	9,654

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

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

Council has earmarked \$2.65M from the Development Reserve towards Waverley Gymnastic /Oakleigh Recreation Centre Development.

Superannuation Reserve

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

Unspent Grant Reserve

This reserve quarantine funds related to grants, received from State and Federal government agencies, for funding the capital works projects. Any funds unexpended at the end of the financial year will be held in a this reserve.

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 8 OTHER MATTERS (Cont'd)

8.2 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS

	2018	2017
	\$'000	\$'000
Surplus for the year	16,919	23,267
Depreciation	27,113	26,127
Net Gain/(Loss) on disposal of Property, Infrastructure, Plant and Equipment	(137)	(216)
Developer contributions of Building	-	(73)
Developer contributions of Infrastructure	(293)	-
Developer contributions of Building	-	-
Art Donation	(52)	(198)
Capitalised Salaries (Note 3.1)	(1,456)	(1,354)
Share of loss from Clayton Joint Venture	415	306
Change in operating assets and liabilities		
(Increase)/Decrease in Receivables	(445)	(478)
Decrease/(Increase) in Prepayments	(174)	(220)
Increase/(Decrease) in Current Refundable Deposits	1,870	464
Increase/(Decrease) in other liabilities	(25)	35
Decrease in Investments	(4)	(26)
Increase/(Decrease) in Payables	(633)	2,449
Increase/(Decrease) in Current Provisions	259	(5)
(Decrease)/Increase in Non Current Provisions	64	(42)
Net cash provided by/ (used in) operating activities	43,422	50,036

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 8 OTHER MATTERS (Cont'd)

8.3 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 the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2018, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

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

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

Funding arrangements

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

As at 30 June 2018, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 106%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns 6% pa

Salary information 3.5% pa

Price inflation (CPI) 2% pa.

Vision Super has advised that the estimated VBI at 30 June 2018 was 106%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2018 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2017 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2018, this rate was 9.5% of members' salaries (9.5% in 2016/17). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Notes to the Financial Report

For the Year Ended 30 June 2018

NOTE 8 OTHER MATTERS (Cont'd)

8.3 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%.

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.

2017 Interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2017 identified the following in the defined benefit category of which Council is a contributing employer:

A VBI surplus of \$69.8 million

A total service liability surplus of \$193.5 million

A discounted accrued benefits surplus of \$228.8 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2017. Council was notified of the 30 June 2017 VBI during August 2017.

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.

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 the investigation date.

2018 interim actuarial investigation

A full actuarial investigation is being conducted for the Fund's position as at 30 June 2018. It is anticipated that this actuarial investigation will be completed in October 2018.

Monash Civic Centre

 293 Springvale Road,
Glen Waverley, 3150

 8.15am to 5pm
Monday to Friday

Oakleigh Service Centre

 3 Atherton Road,
Oakleigh, 3166

 8.45am to 5pm
Monday to Friday

 9518 3555

Fax: 9518 3444

National Relay Service

(for people with hearing
or speech impairments)

1800 555 660

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CITY OF
MONASH

