

CITY OF
MONASH

Annual Report
2025/26

Acknowledgement of Country

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

Contents

Welcome 5

1 Introduction 6

Profile of our city 9

Interesting Statistics 11

2 The Year in Review 12

Mayor's Message 14

CEO's Message 16

Financial Summary 18

A Snapshot of Progress in Monash 22

Community Satisfaction 26

3 Our Council 30

Our Councillors 32

Council Offices 33

4 Our People 34

Organisation Structure 36

5 Our Performance 42

Equal Opportunity 44

Integrated Planning and Reporting Framework 45

Council Plan 46

Performance 49

Strategic Objective 1: A healthy, safe and connected community 50

Strategic Objective 2: A well-planned and future ready city 62

Strategic Objective 3: A city promotes environmental sustainability 74

Strategic Objective 4: A council with good governance, strong leadership and community involvement decision making 82

6 Governance, Management and Other Information 94

Councillor Allowances 96

Councillor Expenses 96

Delegated Committees 98

Council Meetings 98

Councillor Code of Conduct 100

Conflict of Interest 100

Audit and Risk Committee 101

Governance and Management Checklist 106

7 Statutory Information 110

Procurement Policy Compliance 112

Public Transparency 113

Domestic Animal Management Plan 114

Food Act Ministerial Directions 114

Freedom of Information 116

Public Interest Disclosures 116

Road Management Act 117

Infrastructure and Development Contributions 117

Disability Action Plan 118

Gender Equality Act 118

8 Performance Statement 120

Certificate of the performance statement 122

Section 1. Description of municipality 125

Section 2. Service performance indicators 126

Section 3. Financial performance indicators 131

Section 4. Sustainable capacity indicators 137

Section 5. Notes to the accounts 139

9 Statement of Secure Employment 142

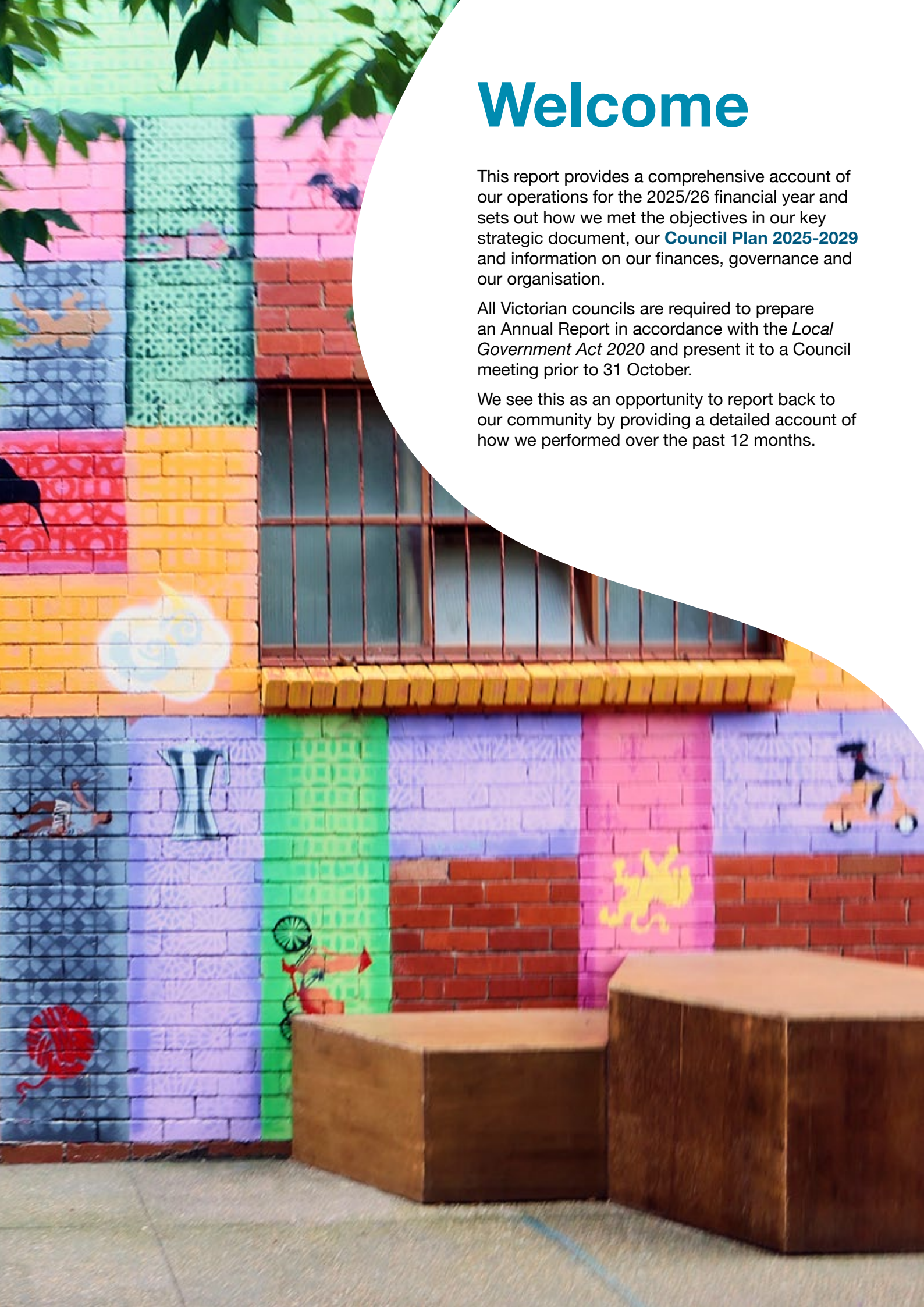
Statement of Secure Employment 144

10 Financial Report 148

Financials Contents 150

Certification of the Financial Statements 151





Welcome

This report provides a comprehensive account of our operations for the 2025/26 financial year and sets out how we met the objectives in our key strategic document, our **Council Plan 2025-2029** and information on our finances, governance and our organisation.

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

We see this as an opportunity to report back to our community by providing a detailed account of how we performed over the past 12 months.



1 Introduction







Profile of our city

Monash is a culturally diverse community in Melbourne's south-east with a population of just over 211,833 residents, with over 50 per cent of people who live in Monash born overseas.

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

We are one of Melbourne's largest councils by population, providing services to established residential and business communities.

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

Monash is also home to the Monash National Employment and Innovation Cluster, recognised for its significance to the national economy.

We are Victoria's largest employment destination outside of the CBD with over 130,000 jobs created by close to 25,000 businesses operating in Monash.

Large institutions and businesses that call Monash home include Monash Health, Monash University, Holmesglen TAFE, Bosch Australia, Wilson Transformer Company, Peters Foods, Dulux Australia and the Victorian Heart Hospital, alongside a diverse mix of health, education, research, manufacturing, technology and community organisations.

Businesses in Monash provide more jobs than the number of working Monash residents, making Monash one of the few Victorian councils in this position.

Learn more about who makes up the Monash community at **profile.id.com.au/monash**

Community Vision

By 2024 Monash is the most liveable city in Victoria. Monash is a city that gives more than it takes. It:

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

Council's Mission

Monash Council provides facilities and services, and advocates for the community, through the well-planned and balanced assessment of needs, for those who live, work and play in Monash.

We listen to our community and research to ensure good decision making.

Council's Values

We can create a supportive, safe, and respectful environment by following three core values:

ACCOUNTABILITY
We are responsible for our actions and behaviours every day.

RESPECT
We value diversity and appreciate others.

TEAMWORK
We work collaboratively to achieve shared goals.

Interesting Statistics

- Bins emptied: **3,884,488**
- Total tonnes of waste collected: **60,108** tonnes
- Visits to Monash Recycling and Waste Centre: **110,504**
- Animal registrations: **5,876** cats and **12,012** dogs, with **60** Seeing Eye Dogs and **4** assistance dogs
- Library visits: **831,074**
- Visits to Active Monash centres: **1,607,959**
- Customer service interactions: **11,146** webchat interactions, **169,473** answered calls and **107,951** requests for service
- Kms of footpath and local roads maintained: **756** km of sealed local roads and **1,448** km of footpaths and **65** km of shared paths
- Charges from electric vehicle charging bays **28,930** charges across **6** chargers
- New tree and understory plantings: **2,875** specimen trees and **151,750** understorey plants
- Bookings at Monash Tennis Centre: **93,868**
- Community halls and facilities: **28,000** bookings across **27** venues and approximately **15,000** participants each week
- Total community grants issued: **$2,590,039.72** across **254** funded projects to **199** organisations
- Planning decisions: **1,188**
- Immunisations delivered: **10,033** people were vaccinated with a total of **17,316** vaccines
- Graffiti removal requests actioned: **5,268** square metres
- Rateable properties: **86,259**



2

The Year in Review


ECCLES BAKERS

Mayor's Message

2025–26 was a big year for Monash. We delivered major community projects, made some important decisions about our future and, just as importantly, kept delivering the everyday services our community relies on.



Reaching net zero emissions in 2025 was a major milestone for Monash.

When we began this work, the original recommendation was for Council to aim to reach net zero by 2028. Council chose to set a more ambitious target of 2025, and through the combined efforts of our organisation and community, we achieved it.

To get there, we switched to 100 per cent renewable electricity, upgraded 2,500 streetlights to energy-efficient LEDs, installed more than 600kW of solar across Council facilities, improved the energy efficiency of our aquatic and recreation centres and continued moving our vehicle fleet towards electric and lower-emission vehicles.

We also set our community a significant challenge by introducing FOGO and moving landfill collections to fortnightly. It was a big change, but our community came with us. Together, we have reduced the amount of waste being sent to landfill by 36 per cent.

I am incredibly proud of what our team right across the organisation has achieved. Reaching this target took sustained effort across many areas of Council, from our buildings and fleet to streetlighting, waste and procurement. Setting an ambitious target was one thing. Delivering it across Council and with our community was the real achievement.

Reaching net zero is an important milestone, but it isn't the end of the job. During the year we adopted our new Climate Resilience Plan 2026–2030, setting out how we will continue reducing emissions while preparing our community, infrastructure and open spaces for a changing climate.

We also continued investing heavily in the places where people come together.

The new $9.3 million pavilion at Mount Waverley Reserve opened during the year, providing modern facilities for the Mount Waverley Cricket Club and Waverley Blues Football Netball Club. At Jack Edwards Reserve in Oakleigh, the $14.7 million redevelopment delivered a new 500-seat undercover grandstand, upgraded lighting and modern facilities for players, officials, volunteers and spectators.

In December, we opened the new Oakleigh cycleway, creating a permanent connection between the Djerring Trail and Scotchmans Creek Trail through central Oakleigh. We also completed the reconstruction of the south oval at Central Reserve and continued upgrading playgrounds, paths, parks and sporting facilities across Monash.

One of our biggest projects is the new Glen Waverley Civic Precinct. During 2025–26 we moved the $110 million project closer to construction, progressed the design and tender process, began enabling works and started preparing for the relocation of library services.

The finished project will deliver a new Glen Waverley Library, community and event spaces and a new civic heart for Glen Waverley.

But Council isn't just about major projects. The basics matter.

When residents phone Council, a real person answers the phone. In 2025–26, 89.57 per cent of calls were answered within 50 seconds and 74.33 per cent of enquiries were resolved at the first point of contact. Behind those numbers are thousands of people getting an answer, having a problem fixed or being connected with the service they need.

We also listened to the community about how services can work better. After more than 2,600 people had their say on hard waste, Council decided to move to two booked collections each year from 2027, giving residents more choice about when they use the service.

During the year we also refreshed our Public Health Approach to Gambling Harm Policy, continuing Monash's long-standing leadership in treating gambling harm as a public health issue, and carefully planned for major Commonwealth reforms to aged care so older residents are supported through the changes ahead.

There will always be more to do. Monash continues to grow, our infrastructure is under increasing pressure and expectations of local government continue to change. Our job is to plan for that growth while looking after the things people rely on today: local roads and footpaths, parks and playgrounds, libraries, family services, sporting facilities, waste services and the many other things Council delivers every day.

I want to thank Deputy Mayor Cr Elisha Lee and my fellow Councillors for their work throughout the year, and Cr Paul Klisaris, who served as Mayor during the first part of this financial year.

Most importantly, thank you to our Council staff, volunteers, community organisations, sporting clubs, businesses and residents. Monash is a great place to live, work, raise a family and build a business because so many people care about their community and contribute to it.

It has been a privilege to serve as Mayor and to play a part in that work.



Cr Stuart James
Mayor

CEO's Message

Council continued to deliver essential services and programs while maintaining a strong focus on organisational performance and financial sustainability. Like councils across Victoria, we faced increasing cost pressures and growing demand for services, infrastructure and community facilities.



In response, Council progressed a program of service reviews, identified efficiencies and implemented measures to strengthen long-term financial sustainability, including the introduction of a separate waste service charge. These actions help ensure Council remains well placed to meet the needs of our community both now and into the future.

During the year, Council delivered 95.6 per cent of its Capital Works Program, maintained its debt-free status and recorded an operating surplus, ensuring we remained well placed to meet current needs while planning for the future.

Our 2026 Community Satisfaction Survey recorded overall satisfaction of 7.3, one point above the metropolitan Melbourne average. Libraries, services for children and families, recreation and aquatic centres, recycling and youth programs were among the strongest results. These results reflect the value our community places on the services, facilities and programs delivered every day across Monash.

As an organisation, we remain committed to delivering high-quality services, responsible financial management and continuous improvement to meet the changing needs of our community.



Dr Andi Diamond
Chief Executive Officer

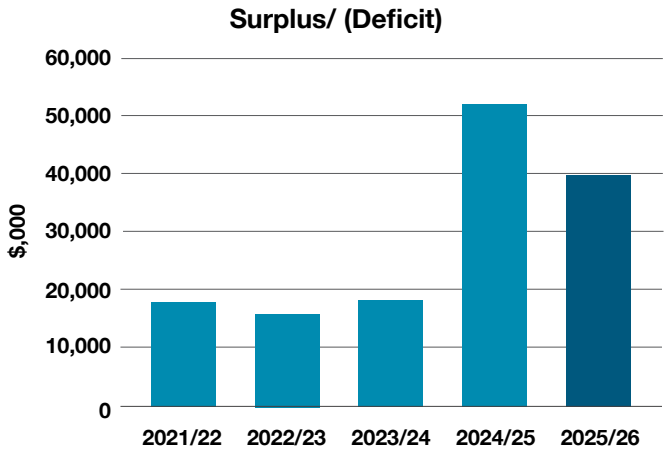


Financial Summary

Council has returned an operating surplus of $39.43 million, a decrease of $12.52 million from the 2024/25 result of $51.95 million. We maintained a debt-free status and a positive Working Capital Ratio (WCR) at 162 per cent.

Operating Position

Council's comprehensive result of $147.64 million is a decrease of $142.19 million on the previous year's result. This decrease was primarily attributable to asset revaluation movements. In 2024/25, Council recognised $237.88 million in revaluation increments relating to land, buildings and infrastructure, compared with $114.65 million in 2025/26.



Highlights and Variances

The major income highlights and variances between 2024/25 and 2025/26 were as follows:

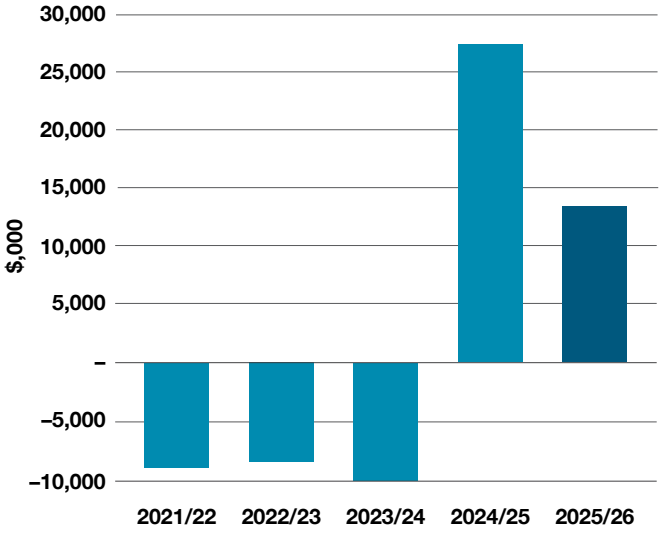
- Statutory fees and charges increased by $1.5 million, mainly due to higher parking income arising from increased activity in business centres and more frequent parking patrols and enforcement.
- User fees increased by $3.5 million, mainly due to increased utilisation from both domestic and commercial properties resulting in higher income and reimbursement of costs associated with the SRLA project.
- Capital grants decreased by $5.4 million, mainly due to the non-recurrence of significant one-off grants received in 2024/25 for the Mount Waverley Reserve Pavilion and Jack Edwards Reserve Pavilion upgrades.
- Contributions increased by $6.9 million, reflecting higher-than-anticipated Public Open Space and drainage contributions, land received from a State Government department in lieu of Public Open Space contributions, and art donations received by the Museum of Australian Photography.
- Profit on the sale of assets decreased by $17.9 million. The result was primarily driven by higher land sales occurring in 2024-25 FY.

The major expenditure variances between 2024/25 and 2025/26 were as follows:

- Employee costs increased by $4.56 million, primarily due to the new Enterprise Bargaining Agreement, including salary increases, revised banding arrangements and a one-off sign-on bonus. The increase was further impacted by the higher Superannuation Guarantee rate, Workcover and year-end adjustments to employee leave and superannuation provisions.
- Materials and services increased by $3.9 million compared with 2024/25, mainly due to higher legal, information technology, waste management, insurance and other operating costs. These increases were partially offset by savings in contractor, consultancy and building maintenance costs.

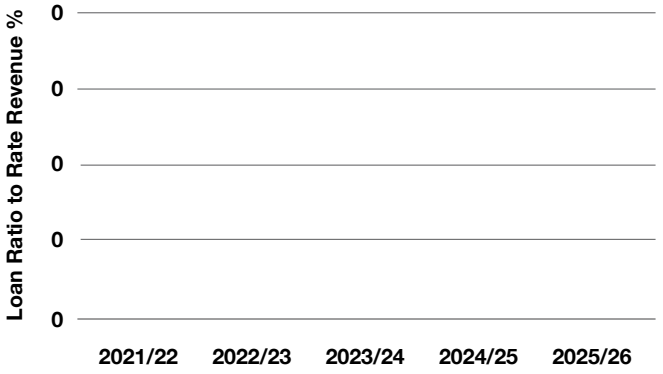
The adjusted underlying surplus of Council, after removing non-recurrent capital and operating grants, cash capital contributions and non-monetary capital contributions, is a surplus of $13 million.

Adjusted Underlying Surplus / (Deficit)



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

Loans and Borrowings to Rate Revenue Ratio



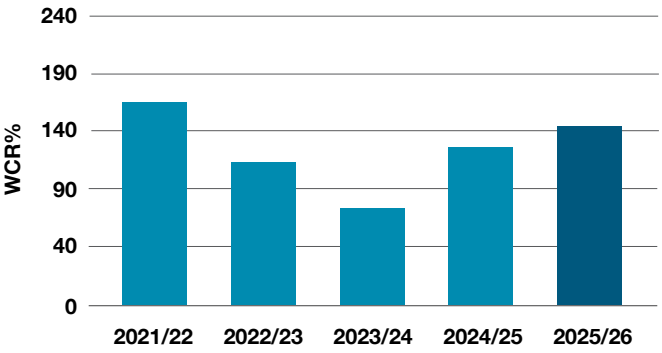


Liquidity

Council's cash position increased from $54.00 million in 2024/25 to $98.01 million in 2025/26, partly due to the earlier receipt of Suburban Rail Loop (SRL) funding. These funds are specifically tied to the Glen Waverley Civic Precinct Project and are therefore restricted in nature and not available for general operational purposes.

Council also maintained a positive Working Capital Ratio (WCR) of 162 per cent, above its long-term target of 150 per cent. This indicates that Council has sufficient cash and liquid assets to meet its short-term liabilities as they fall due, notwithstanding that a portion of the reported cash balance is subject to restrictions.

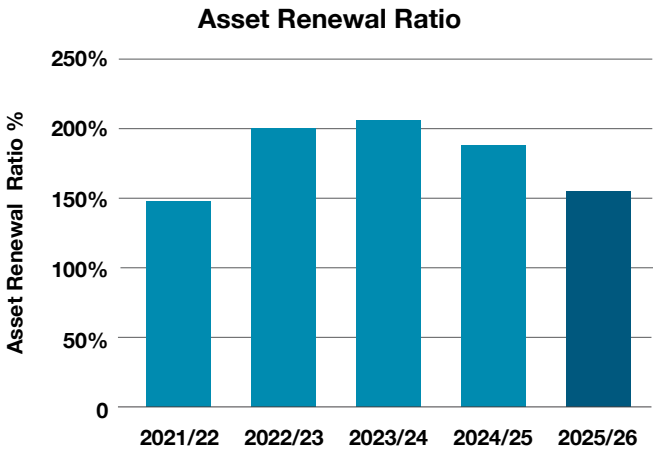
Working Capital Ratio (WCR)



Obligations

Council's key strategies include the maintenance and enhancement of existing service levels, increased maintenance and asset management of Council facilities and infrastructure, and the funding of both operating expenditure and renewal capital works from recurrent revenue sources, capital subsidies and cash reserves.

To bridge the infrastructure gap, Council invested $57.03 million in renewal and upgrade works during the 2025/26 year. Council's asset renewal ratio, which is measured by comparing asset renewal and upgrade expenditure to depreciation, was 156 per cent which is above the expected target of 100 per cent. The longer-term asset renewal trend is positive and reflects our aim to bridge the renewal gap by funding more capital works to maintain the city's existing infrastructure.



Stability and Efficiency

In 2025/26, Council raised its rate revenue by the application of a General Rate using Capital Improved Value (CIV) as the basis of valuation. The General Rate applied to all rateable land. A rate increase of 3.0 per cent was budgeted according to the rate cap and as forecast in Council's Strategic Resource Plan. Council received $158.62 million from general rate revenue, which included $2.03 million of supplementary rates from new developments. Council planned for an annual increase in rates to maintain service standards, investment in capital works and the maintenance and renewal of existing and ageing infrastructure.

In 2025/26, Council continued to apply a limited recycling levy of $65 per annum to each ratepayer, while providing a full $65 waiver to all eligible pensioners. The levy generated $5.64 million to help offset the additional costs of the service. Council's actual average rate per property assessment of $1749 compares favourably to councils in the metropolitan area. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 62.67 per cent for the 2025/26 year, which is toward the top end of the expected target band of 30 per cent - 80 per cent. This reflects the extent of Council's reliance on rate revenues to fund ongoing services.

A Snapshot of Progress in Monash

Glen Waverley Civic Precinct Project

The main construction contract for the new Glen Waverley Civic Precinct Project was awarded by Council in June 2026 to Kane Constructions. The two-year build is expected to be completed by the end of August 2028. Preparatory works including a new facility to house a relocated United Energy substation from within the existing library and the Civic Centre backup generator was under construction and well progressed in 2025/26.

The Glen Waverley Civic Precinct is one of the most significant community infrastructure projects undertaken by Council. The project will deliver a modern library, community spaces and civic facilities, creating a contemporary and accessible destination for residents, visitors and local organisations.

Mount Waverley Reserve Sports Hub

The redevelopment of Mount Waverley Reserve delivered a major sporting and recreation hub for the community. The project included a new two-storey pavilion, public amenities, cricket facilities, sportsground improvements and supporting infrastructure. Construction of the associated car park progressed during the year and scheduled for completion in July 2026.

Brandon Park Reserve Pavilion Redevelopment

The $3.5 million project provides a modern sporting pavilion and associated parking and landscaping for community use. The project has improved facilities for reserve users and supports ongoing participation in local sport and recreation. The Pavilion was completed in December 2025 and the carpark was completed in mid-2026.

Carlson Reserve Pavilion Redevelopment

The power consolidation and upgrade works, the final stage of the $2.8 million Carlson Reserve Pavilion Redevelopment was completed in January 2026. This was Monash's first modular sporting pavilion completed in late 2024. The facility supports cricket, soccer and broader community use, with improved accessibility, public amenities and upgraded infrastructure supporting the reserve.

Coleman Parade - SRL/Council Road Rehabilitation

The Coleman Parade rehabilitation project with an approximate cost of $4.5 million completed in April 2026, is improving road safety, drainage, accessibility and visual amenity between Syndal and Glen Waverley. The project also includes an upgraded shared path to support active transport and reduce long-term maintenance costs.

Cycling Connection between Scotchmans Creek Trail and Djerring Trail

This project will strengthen the cycling connection between two key shared trail networks, making it safer and easier for residents to travel by bike. Stages 1 and 2 have been completed within an overall project cost close to $4 million. Further design of Stage 3 north of Dandenong Road to Scotchmans Creek Trail and on the signalised intersection upgrade at Atherton Road/ Atkinson Street (Stage 2B), along with the construction of these stages of the cycleway are funded in the 2026/27 financial year.

Gardiner North Reserve Pavilion - Feasibility and Concept Design

Planning and concept design work progressed for a new pavilion at Gardiners Reserve. The proposed facility includes accessible, gender-neutral amenities and modern sporting infrastructure to support future community participation and reserve usage. This multi-year project was limited to design and planning activities this financial year. The indicative total project budget includes detailed design and construction, which will be considered by Council as part of future budget deliberations.



Hotham Street, Hughesdale - Road Rehabilitation

Road rehabilitation works commenced in Hotham Street, Hughesdale, to improve road conditions, drainage, safety and accessibility. The project forms part of broader local traffic management improvements incorporating road humps to slow down vehicles and will help reduce maintenance requirements while enhancing the streetscape. This multi-year project is expected to be completed in September 2026 with a total expected budget of $2.3 million.

Waverley Rail Trail - Jordanville Station to Mount Waverley Station

The Waverley Rail Trail project will complete an important active transport link between Jordanville and Mount Waverley stations. The new shared path will improve safety and accessibility for cyclists and pedestrians while strengthening connections across the municipality. This multi-year project is expected to be completed in October 2026 with an expected budget of $2.3 million.

Hughesdale Kindergarten outdoor learning environment upgraded

Council delivered a $1 million upgrade to the outdoor learning environment at Hughesdale Kindergarten, creating a brighter, more inclusive space for children of all abilities. Funded by the Victorian Government, the project delivered new play equipment, shade sails, a flexible indoor–outdoor verandah, level-access play areas and a nature-inspired design.

Council achieves net zero milestone

Council achieved net zero five years after committing to act on climate change. Through targeted action and investment under the Zero Net Carbon Action Plan 2020–2025, Council reduced emissions and increased the use of clean energy, delivering a significant milestone in its environmental sustainability program.

Developed a Climate Resilience Plan

Council developed the Climate Resilience Plan 2026-2030 to guide climate action over the next four years. Shaped by community consultation, the plan outlines how Council will work with the community to reduce emissions, strengthen climate resilience and protect the natural environment.

Supporting continued library access during major construction

Council successfully planned and delivered temporary library arrangements to maintain access to learning, literacy and community services during redevelopment works in Glen Waverley.

Preparing for aged care reforms

Council developed a comprehensive transition strategy in response to significant Australian Government aged care reforms, ensuring older residents remain supported while adapting to a changing service environment.

Developing a new Economic Development Strategy

Council prepared a new four-year Economic Development Strategy to support Monash's position as one of Victoria's leading employment and innovation centres, home to more than 25,000 businesses.

Advocacy for practical recycling solutions

Council championed community views on waste reform while highlighting strong participation in the Victorian Container Deposit Scheme, with more than 17 million containers returned locally.

State recognition for community infrastructure

The redevelopment of Mount Waverley Reserve received state-level recognition through nomination for the 2025 AFL Victoria Best Community Facilities Project Award, highlighting the quality and impact of the investment.



Community Satisfaction

The 2026 Monash Community Satisfaction Survey was conducted by Metropolis Research Pty Ltd between 7 February to 7 March 2026. The survey was undertaken using a random face-to-face, door-to-door methodology, with 801 randomly selected Monash residents aged 18 years and over participating.

The survey results provide an independent measure of community satisfaction across a broad range of Council services, facilities and functions.

The survey measured community satisfaction with 29 individual Council services and facilities, aspects of governance and leadership, planning and development, customer service, and the performance of Council across all areas of responsibility.

The survey findings indicated Council's overall satisfaction in 2026 remained in the "very good" range at 7.3, consistent with results from 2025 and 2024. This result was 1 point higher than the metropolitan Melbourne average satisfaction.



Satisfaction in Council's performance measured against the following key attributes were:

» Customer service (7.7)
» Overall satisfaction with customer service experience (7.6)
» Community consultation and engagement (7.4)
» Council's overall performance (7.3)
» Making decisions in the interest of community (7.3)
» Maintenance and repair of sealed local roads (7.2)
» Representation, lobbying and advocacy (7.2)
» Responsiveness to Council to local community needs (7.3)
» Maintaining trust and confidence of the community (7.3)

There were increases in satisfaction with 13 individual Council Services and facilities in 2026. The largest increases were recorded for:

» Council run programs and activities for young people (8.4)
» Animal management (7.9)
» Council run services for children and their families (8.5)
» Street sweeping (7.7)
» Recreation and aquatic centers (8.3)
» Regular recycling services (8.2), and
» Local library and library services (8.6)

Services with the highest satisfaction in 2026 were:

» Local library and library services (8.6)
» Regular green waste collection (8.5)
» Council run services for children and their families (8.5)
» Provision and maintenance of local playgrounds (8.4)

Level of importance of selected Council services and facilities:

» In comparison with 2025 results, provision and maintenance of street lighting and hard rubbish collection has decreased in level of importance for the community.



» Regular garbage collection has remained the most important service for Council (9.2), followed by:
  › Council services and activities for older residents (9.1)
  › Regular green waste collection (9.1)
  › Regular recycling services (9.1)

Areas to be addressed:

» Rubbish and waste issues, including regular garbage collection (8.2) and hard rubbish collection remained lower than metropolitan averages
» Traffic management and parking, including enforcement and availability
» Perception of safety in public areas has declined across metropolitan Melbourne, with several municipalities recording significantly larger declines than Monash
» Planning for population growth by all levels of government declined in 2026 (6.8)
» Decline in satisfaction is suggested to have been influenced by recent announcements by state government on higher density development in nominated activity centres across metropolitan Melbourne
» Comments relating to dissatisfaction with planning included "lack of planning", "not enough parking spaces", "overpopulation", and "existing infrastructure is not enough to accommodate growth".

Local Government Performance Reporting Framework

Council uses these survey findings annually to report against the Local Government Performance Reporting Framework. In October 2025 Local Government Victoria issued an updated practice note requiring survey providers to be ISO accredited at the time researchers are in the field. At the time Council's contracted survey provider, Metropolis was not ISO accredited. Metropolis has since obtained ISO accreditation.

In order to be fully compliant with the new practice note requirements in the 2025-26 reporting period Council engaged the Victorian Government's newly appointed provider, Klein Research, to conduct a supplementary phone survey limited to the minimum sample size (400) and the core measures required for Local Government Performance Reporting Framework (LGPRF).

Satisfaction on the LGPRF core indicators for Monash, as measured by this supplementary survey were:

Indicator	Monash	State	Metro Melbourne
Overall performance	65	58	64
Spending public funds	60	51	58
General direction	51	48	50
Customer service	71	68	70
Opportunities to give feedback	65	55	60
Waste management	77	72	74
Making decision	61	52	58
Sealed local streets	61	54	61


SES
SES
SCOTT BERNHARD
MONASH
BULLYPROOF
24 VOLT



3

Our Council



Our Councillors

Councillors were elected at the Council elections on 26 October 2024.



Cr Stuart James, Mayor
Warrigal Ward
0413 184 250
Stuart.James@monash.vic.gov.au



Cr Elisha Lee, Deputy Mayor
Jells Ward
0461 305 956
Elisha.Lee@monash.vic.gov.au



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



Cr Anjalee de Silva
Gardiners Creek Ward
0424 679 096
Anjalee.deSilva@monash.vic.gov.au



Cr Nicky Luo
Scotchmans Creek
0451 560 398
Nicky.Luo@monash.vic.gov.au



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



Cr Paul Klisaris
Wellington Ward
9518 3524 | 0412 516 026
Paul.Klisaris@monash.vic.gov.au



Cr Cameron Little
Banksia Ward
0472 523 241
Cameron.Little@monash.vic.gov.au



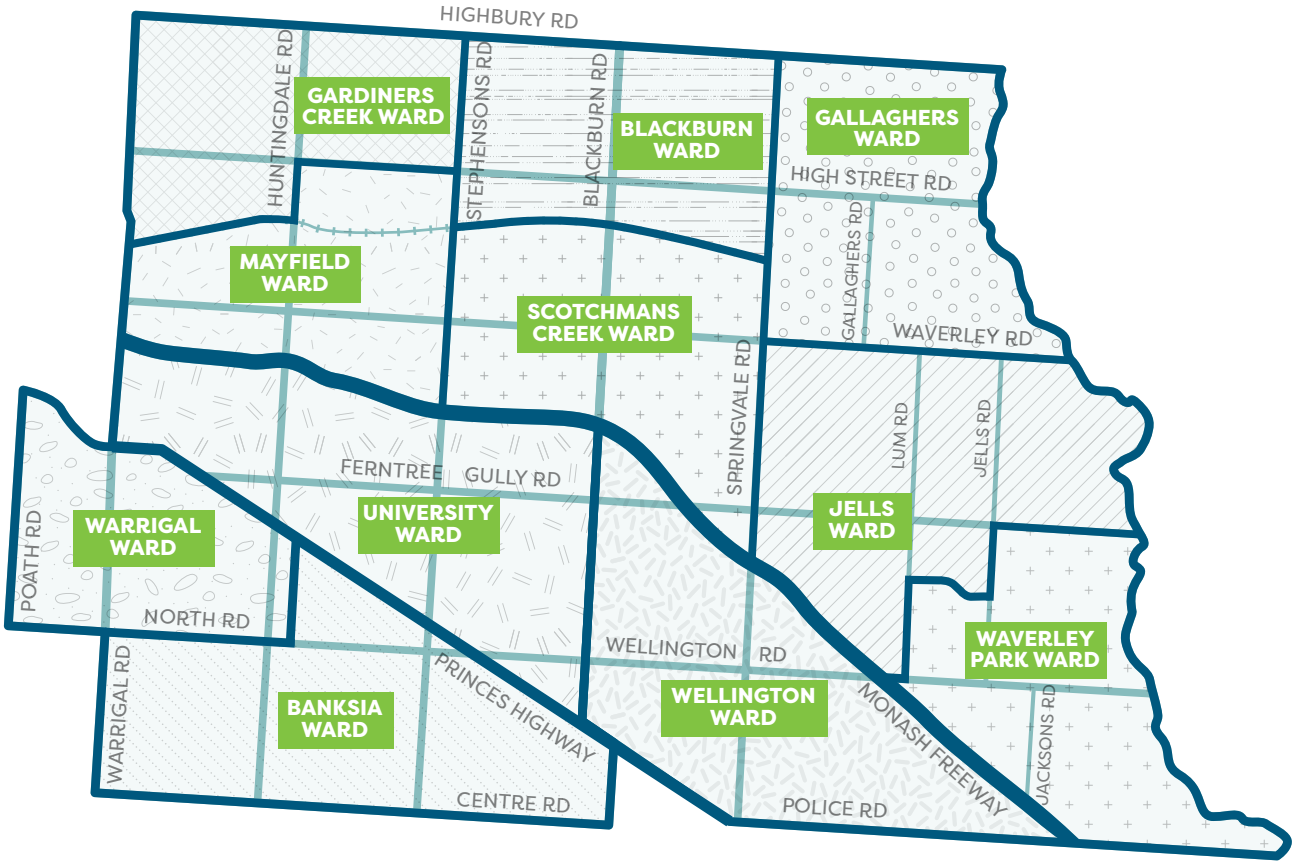
Cr Rebecca Paterson
Blackburn Ward
0437 959 163
Rebecca.Paterson@monash.vic.gov.au



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



Cr Shane McCluskey
Waverley Park Ward
0466 345 406
Shane.McCluskey@monash.vic.gov.au



Council Offices

Monash Civic Centre
293 Springvale Road
Glen Waverley, 3150
8.30am – 5pm, Monday – Friday

Oakleigh Service Centre
3 Atherton Road, Oakleigh, 3166
8.30am – 5pm, Monday – Friday

Phone: 9518 3555

Postal address: PO Box 1, Glen Waverley VIC 3150

NRS (Hearing Impaired): **www.accesshub.gov.au**

www.monash.vic.gov.au



4

Our People



Organisation Structure

Our organisation is led by an Executive Leadership Team comprising the Chief Executive Officer, four Directors and two Executive Managers. 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.

Executive Leadership Team

Chief Executive Officer

Dr Andi Diamond

Executive Manager Communications, Customer Experience and Facilities

Imogen Kelly

Areas of responsibility:

- Communications
- Community Engagement
- Customer Service
- Online Services
- Venue Hire

Executive Manager People and Safety

Vicki Blackman

Areas of responsibility:

- Talent
- Safety
- Workplace Relations
- Organisation Development

Director City Development

Peter Panagakos

Areas of responsibility:

- Building Regulation
- Community Laws
- Engineering
- Property Management
- Public Health
- Strategic Planning
- Statutory Planning
- City Design

Director Community Services

Tanya Scicluna

Areas of responsibility:

- Active Monash (sport and recreation)
- Aged and Community Support
- Children, Youth and Family Services
- Community Strengthening
- Economic Development
- Festivals and Events
- Libraries
- Museum of Australian Photography

Director Corporate Services

Simone Wickes

Areas of responsibility:

- Corporate Performance
- Finance
- Strategic Procurement
- Digital and technology
- Governance and Legal

Director City Services

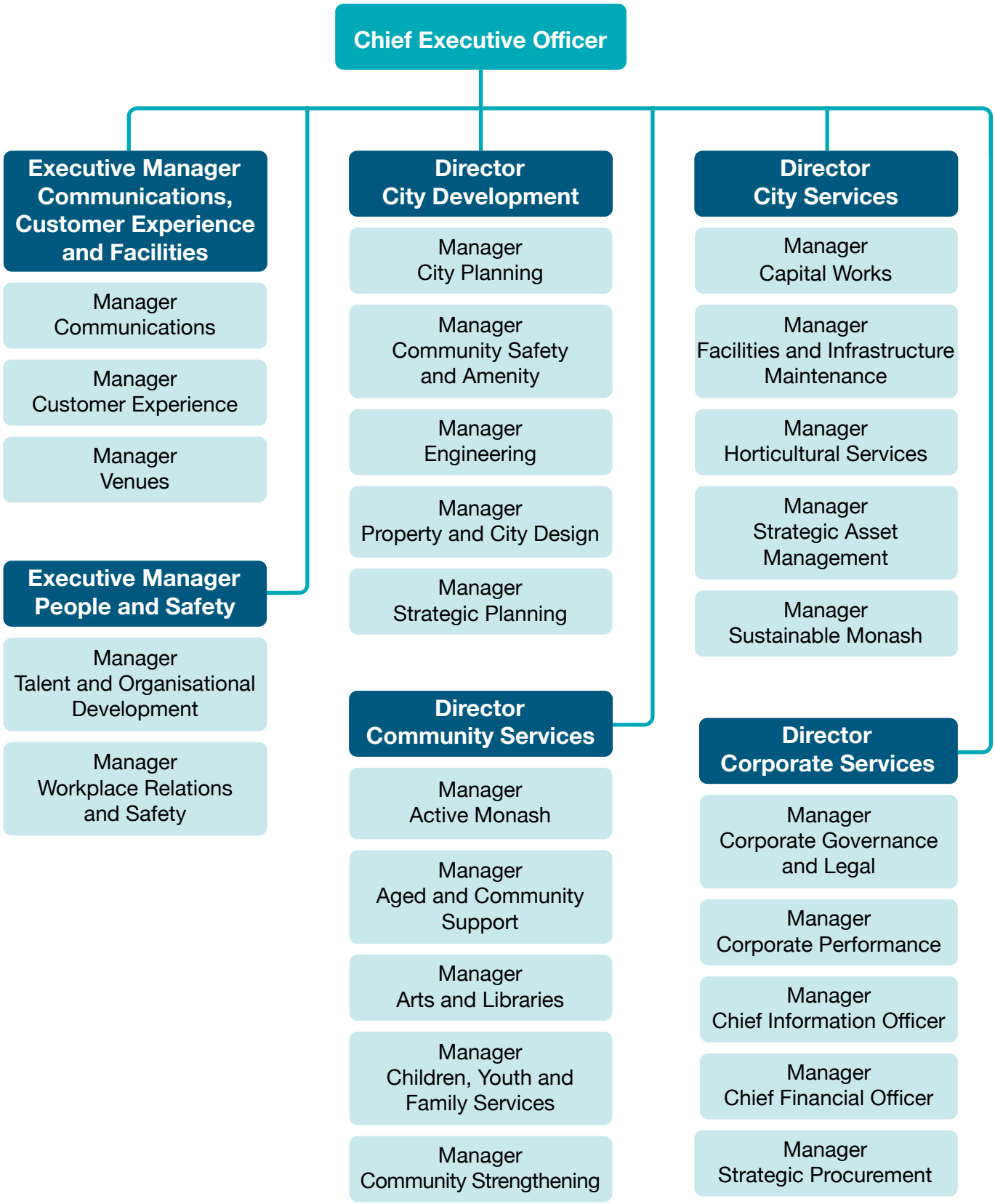
Jarrod Doake

Areas of responsibility:

- Capital Works
- GIS
- Horticultural Services
- Environmental Sustainability
- Facility and Infrastructure Maintenance
- Strategic Asset Management
- Waste Services



Organisation Structure Chart







Council Workforce

The following is the number of full-time equivalent (FTE) employees categorised by employment and gender, as at 30 June 2026. (Note: casual employees are not included in these figures, however grant-funded and fixed-term positions are).

Band	Women FTE	Men FTE	Persons of Self - Described Gender	Total FTE
Band 1		1.4	Not reported*	1.4
Band 2	4.88	8.41	Not reported*	13.29
Band 3	64.5	79.43	Not reported*	143.93
Band 4	74.6	42.2	Not reported*	117.8
Band 5	86.79	48.8	Not reported*	135.59
Band 6	76.95	36.2	Not reported*	114.15
Band 7	49	38.1	Not reported*	87.1
Band 8	28.1	25	Not reported*	53.1
Band Not Applicable	58.2	43	Not reported*	101.2
Grand Total	**443.02**	**322.54**	**2**	**767.56**

*Not reported by band due to privacy considerations.

Below is the number of full-time equivalent (FTE) employees by organisational structure, employment type and gender, as at 30 June 2026. (Note: casual employees are not included in these figures, however grant-funded and fixed-term positions are)

Employment Type / Gender	City Develop-ment	City Services	Community Services	Corporate Services	Executive (Includes People & Safety, and Communications & Customer Experience)	Total
Permanent - FT - Men	51	142	28	26	13	260
Permanent - FT - People of self-described gender	Not reported*	Not reported*	Not reported*	Not reported*	Not reported*	2
Permanent - FT - Women	54.8	45.5	92.2	39	31	262.5
Permanent - PT - Men	1.1	3.04	17.6	0.8	2.2	24.74
Permanent - PT - People of self-described gender						
Permanent - PT - Women	5.63	0.8	120.85	5.4	7.74	140.42
Temporary - FT - Men	11	12.8	1	9	3	36.8
Temporary - FT - Women	3	4.8	9.8	10	9	36.6
Temporary - PT - Men	0.4	0.6				1
Temporary - PT - Women	1.6	1.1	0.8			3.5
Total	**128.53**	**211.64**	**271.25**	**90.2**	**65.94**	**767.56**

*Not reported by Division due to privacy considerations.



5

Our Performance



Equal Opportunity

Diversity, Equity and Inclusion in the Workplace

Monash Council is committed to being a leader in gender equality, diversity, and inclusion. We believe that everyone in our community and our workplace should feel safe, respected, and celebrated, regardless of our differences. This commitment is expressed through the actions of our internal committees, including the Gender Equity Internal Steering Committee, Reconciliation Action Plan Working Group and LGBTIQA+ Working Group.

To support this, we have delivered training sessions, policy updates and events for employees and volunteers. These feature workshops and speakers that focus on creating equity for all, including LGBTIQA+ and First Nations people, women, people with migrant or refugee backgrounds and people with disabilities.

The Gender Equity Internal Steering Committee, chaired by the Chief Executive Officer, is made up of employees from across Council and embeds gender equity and drives change to implement the Gender Equality Act 2020.

This year saw us submit our Progress Report to the Commission for Gender Equality in the Public Sector, including our new Gender Equality Action Plan 2026-2030, 50 completed Gender Impact Assessments, and our Workplace Gender Audit. This work complements the **Council Plan 2025-2029**, our internal Strategic Workforce Plan, our community-facing Gender Equity Framework and the Monash Health and Wellbeing Plan 2025-2029.

Gender Impact Assessments completed over this year include work across areas as varied as the Financial Hardship Policy, Waste Services Charge Review, AI Policy, and Economic Development Strategy. We also trained an additional 25 staff in how to complete this important legislative requirement.

Council's LGBTIQA+ Working Group is made up of diverse and committed employees from across the organisation. The group this year brought together multiple departments from across Council in recognition of Victoria's Midsumma Festival, where over 50 staff members learned more about LGBTIQA+ inclusion through an expo-style event.

We continued to grow our Monash Ally Champion Program, which brings together work by our internal staff committees and working groups to support and advocate for equality, respect, inclusion and being free from violence. This year Ally Champions built capacity in how to be an Active Bystander and created common understanding through Council's Shared Language Guide.

We have worked to sustain the work of the Free From Violence Program, including launching the Respect and Safety at Monash e-module, participating in the 16 Days of Activism Against Gender Based Violence campaign, and creating new resources and training for staff on how to Respond to Disclosures of family violence.

Council has also been successfully selected to participate over the next 12 months in the MAV Stand Project to dismantle harmful narratives to promote social cohesion and value community diversity.

Council is committed to working with the community to deliver actions that strengthen our relationships with First Nations peoples. This year we held events to mark Reconciliation Action Week, facilitated training on cultural awareness, and began work on our new Reconciliation Action Plan.

Integrated Planning and Reporting Framework

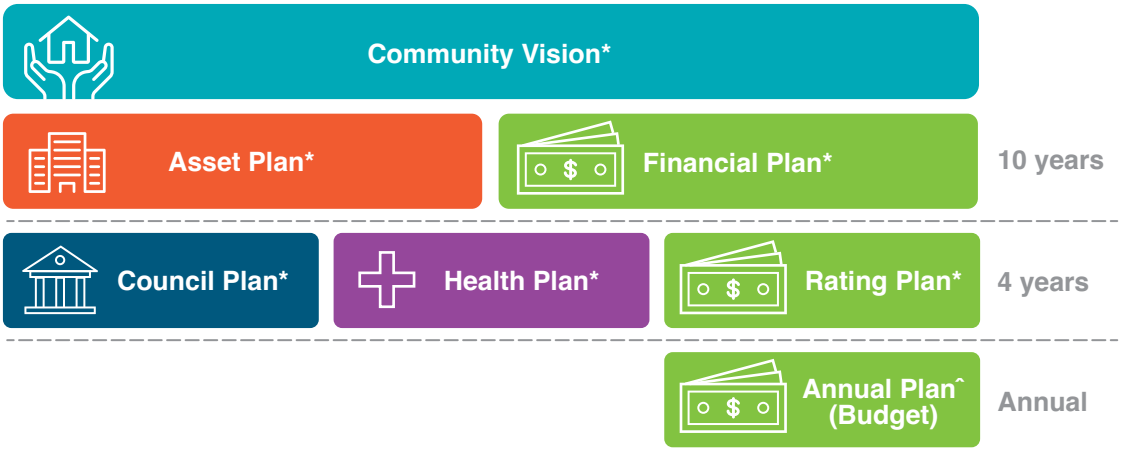
Council takes an integrated approach to planning, resourcing services and reporting on its performance. There is an alignment of plans so Council can work towards long-term goals through its ongoing decision making, operations and budget allocation.

The Council Plan provides key directions and principles to achieve over four years and the Annual Budget focuses on major and other initiatives in the short term (annually). Strategic indicators enable ongoing monitoring and reporting, connecting back to the annual report, and the Local Government Performance Reporting Framework.

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

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

- Digital and Transformation Strategy
- Climate Resilience Plan
- Integrated Water Management Strategy
- Monash Planning Scheme
- Monash Children Youth and Family Services Infrastructure Plan 2025+ *(This is in development)*
- Monash Playground and Playspace Strategy 2025-2035
- Monash Strategy for Children, Young People, and Families 2026 *(This is in development)*
- Monash Integrated Transport Strategy and the Walking and Cycling Strategy



*Plans are developed or refreshed every 4 years following community consultation

^Plan developed each year following annual community consultation

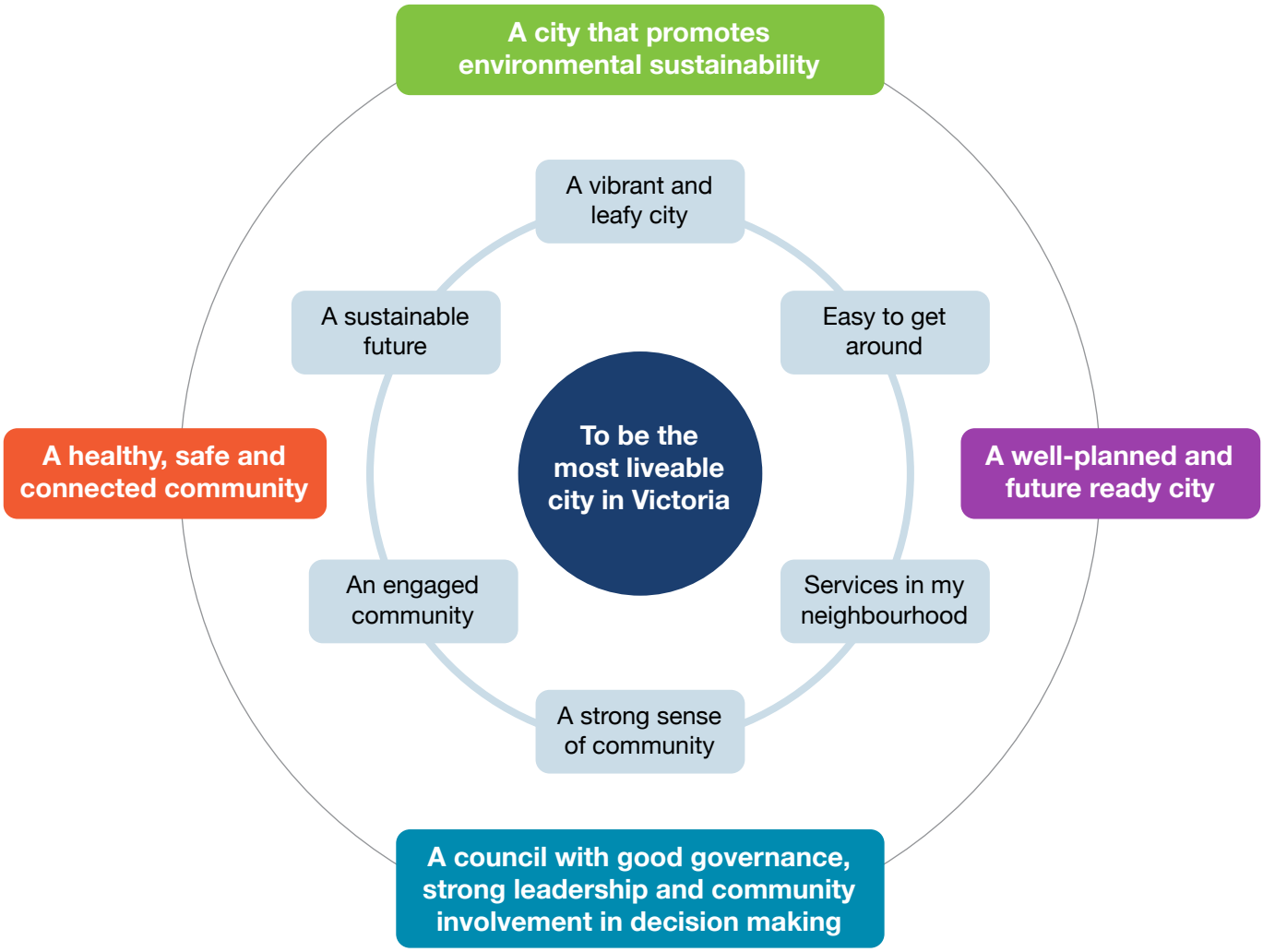
Council Plan

The Council Plan reflects the goals and values of the elected Council, alongside the needs of the community. It outlines our priorities and direction for the next four years, with the 2025–2029 plan adopted in June 2025.

The plan includes clear objectives, strategies, and measures to track progress, as required under section 90 of the *Local Government Act 2020*.

It has been shaped by community feedback through a range of engagement activities, ensuring both broad participation and meaningful input.

Council Plan strategic objectives



The Council Plan 2025–2029 includes a suite of 28 indicators and measures that enable Council to monitor progress towards its strategic objectives and report transparently to the community. These measures assess outcomes across community wellbeing, infrastructure and liveability, environmental sustainability, governance and organisational performance.

Together, they provide evidence of Council's effectiveness in delivering services, infrastructure and initiatives that support the Monash Community Vision 2040 and help ensure accountability, continuous improvement and informed decision-making.

Council Plan KPIs



The Council Plan was developed in accordance with legislation and in partnership with the Monash community. It was informed by a community engagement program and deliberative process which considers the needs of all people who live, work and play at Monash.

The consultation process comprised a survey completed online or as part of a broader annual Community Satisfaction Survey, engagement with Monash's Advisory Committees, the contributions of 19 residents over 4 sessions of deliberative engagement. The Advisory Committees and Deliberative Engagement Panel had the opportunity to hear what the community said through the surveys and build upon those contributions.



Performance

Council's performance in 2025/26 is outlined in this Annual Report against the Council Plan objectives, demonstrating how we are achieving the initiatives in our **Council Plan 2025-2029**.

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, and
- Results against the prescribed service performance indicators and measures.



Strategic Objective 1: A healthy, safe and connected community

We are committed to fostering a safe and inclusive environment that celebrates diversity, promotes social connections, supports mental health, and ensures access to essential community services. Our priority cohorts include:

- First Nations people
- Multicultural communities
- Carers and people with disability
- Young people and children
- Older People
- LGBTIQA+ communities
- Financially vulnerable



Annual Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2025/26 Budget for the year.

Initiative	Progress
MAJOR INITIATIVE: Commence construction of Brandon Park Pavillion.	**Achieved:** All works were completed to the pavilion and main car park construction excluding final asphalt surfacing which was completed the first week of July. The power upgrade to the entire Brandon Park reserve which included coordination of upgrades to United Energy's infrastructure (not Council's responsibility) is scheduled for completion in August 2026.
Progress with Glenburn Tennis Club Court Reconstruction.	**Achieved:** The Glenburn Tennis Club Court Reconstruction project was completed in late April 2026 and is currently in operation.
Conduct a Fees and Charges review for sports grounds and pavilions.	**Achieved:** An internal review of Fees and Charges for sports grounds and pavilions has been completed and will be presented to Councillors in 2026/27 for discussion and consideration as part of budget deliberations.
Provide enhanced Maternal and Child Health services to disadvantaged and vulnerable families.	**Achieved:** Enhanced Maternal and Child Health services continue to be delivered to support families experiencing vulnerabilities in Monash in accordance with Victorian Government requirements.
Progress the development of the Domestic Animal Management Plan 2025-28	**Achieved:** The Domestic Animal Management Plan 2026-29 was adopted by Council at its meeting of 28 October 2025. A copy of the plan was submitted to the Secretary – Department of Energy, Environment and Climate Action in accordance with s68A(3b) of the Domestic Animals Act 1994.
Develop the Monash Arts and Culture Strategy.	**Achieved:** The draft Monash Arts and Culture Strategy is now complete and is scheduled to be presented to ELT and Council Strategy in August/ September 2026, before going out for public exhibition and feedback.
Promote, support, and host community celebrations, events and dates of significance which support community groups to celebrate cultural and religious diversity e.g. Diwali, Chinese New Year.	**Achieved:** The Monash Community Grants and Partnerships Program and the Quick Response Program continues to fund and support community-led cultural events and celebrations through cash and in-kind hall hire funding, as well as officer support. Council supports multicultural communities to celebrate cultural and religious diversity by promoting events, coordinating support across Council teams, providing funding and in-kind assistance, and partnering with community organisations and service networks. During the year, this support included hosting the Monash Migrant and Settlement Service Network stall at the Clayton Festival, enabling member organisations to promote their services, and supporting the Teas and Coffees of the World stall. Council also supported and delivered significant cultural programs and events, including Cultural Diversity Week activities, Rhythms of Monash and a Refugee Week community film screening, helping to strengthen community connections and celebrate Monash's cultural diversity.

Initiative	Progress
Continue to partner with Victoria Police and other stakeholders to ensure coordinated responses related to community safety.	**Achieved:** Council continues to work closely with Victoria Police and community partners to deliver community safety education, respond to local safety concerns, and support neighbourhood safety initiatives. This included the delivery of a range of community safety activities and ongoing advocacy to strengthen community safety and social cohesion outcomes across Monash. Council also provided free community education sessions on key safety topics in partnership with Fire Rescue Victoria, Road Safe Eastern Metro and Ambulance Victoria. These sessions had a focus on supporting disproportionately impacted community groups and ensured that we were meeting people in community spaces. In addition, Council strengthened its collaboration with Victoria Police through coordinated responses to complex community safety matters requiring strong stakeholder engagement and community support, including the Eaton Mall incident. Alongside these responsive activities, Council maintained a strong commitment to primary prevention by supporting initiatives that also promote gender equity and aim to prevent family violence through community education, partnerships and community grant programs.
Partner with relevant organisations to deliver a range of programs that will strengthen gender equity and the prevention of family violence including 16 days of activism.	**Achieved:** Council continues to partner with Victoria Police and other stakeholders through various programs throughout the year including: Promoted “Are You Safe at Home?” Day to staff and community Partnered with Free from Family Violence (FVREE) to deliver community training on ‘3Rs of Family Violence’. Various Internal staff and councillor training including training to build capacity in Responding to Disclosures, Active Bystander Training and training with Gender Works on gender equity and the link between violence against women and family violence. Webinar for community focusing on supporting young people and healthy relationships (Partnership with Knox, Maroondah and Yarra Ranges). 16 Days Staff Walk Against Violence with partners at Monash Men’s Shed and Free-From Family Violence (approx. 100 attendees) Delivery and support of International Women’s Day event, with a focus on gender equality and climate.
Implement the recommendations from the new Gambling Policy to improve our public health approach to gambling harm.	**Achieved:** The updated Public Health Approach to Gambling Harm Policy was adopted at the May 2026 Council meeting.
Continue the development of the new Children Youth and Family Services Infrastructure Plan.	**Achieved:** The revised Kindergarten Infrastructure Services Plan (KISP) was finalised in June 2026 in partnership with the State Government and will be available on the Monash public website once jointly signed by the Victorian School Building Authority (VSBA). Council has received a grant from the Victorian Government to support the continuation of infrastructure planning. Recruitment has commenced for a project officer to undertake this work over the next 12 months.

Initiative	Progress
Develop the Economic Development and Place Making policy.	**Progressing:** The final Economic Development Strategy will be presented to Council at its July Council meeting for endorsement, following community engagement over April/May 2026. The Placemaking Framework was completed in August 2025 and will be promoted on Council's intranet for internal information and utilisation.
Advocate to and partner with other levels of government in relation to the provision of social and affordable housing.	**Achieved:** Following the Stakeholder Roundtable, a discussion paper was prepared to examine current approaches, gaps and opportunities relating to social and affordable housing delivery and advocacy. The paper outlined key findings and recommendations to guide Council's future role, including the integration of affordable housing outcomes through stronger planning mechanisms. By adopting a coordinated and evidence-based approach, Council aims to enhance housing stability, strengthen partnerships across the housing sector, and contribute to broader systemic change. The discussion paper was presented to the CEO for consideration and future direction.
Consider Council's future role in supporting its ageing community in the context of Federal Aged Care Reform.	**Achieved:** At the May 2026 Council meeting, Council resolved that it will not seek a further contract and will transition out of all Commonwealth Home Support Program (CHSP) services, no later than 30 June 2027; the end of the current contract. This includes Allied Health, Domestic Assistance, Home Maintenance and Adjustments/Modifications, Meals, Personal Care, Respite and Social Support – Group. The decision followed a 4-week period of communication and engagement with relevant CHSP clients, council staff, and volunteers. Council officers will work in partnership with the Federal Government to transition clients to new providers by 30 June 2027
Inform and educate the community, especially those most at risk, about how to prepare for, respond to and recover from natural disasters and emergencies.	**Achieved:** Continued to deliver emergency preparedness information to priority cohorts, including a session with Get Started Disability Support. Council continues to work closely with the eastern region to ensure diversity, access and inclusion is incorporated into all shared plans, protocols and training. Presentations were provided to the Gender Equity and Disability Advisory Committees - other advisory committees will follow.

Council Plan Indicators and Measures (KPIs)

Measures focus on improving community wellbeing, inclusion and participation.

Outcome Scale

Achieved | Mostly Achieved | Progressing | Not Started

Metric	Comments	Outcome
Increase participation in Council run sports and recreational facilities, programs and events, with a particular focus on participation for target populations.	Participation in sport, recreation and wellbeing programs continued to grow over the past three years, showing strong community demand. Attendance increased across aquatic and recreation centres, group exercise classes, sports competitions and swim school programs.	
Increase attendance across major sporting facilities, in particular: a. Waverley Women's Netball Association b. Waverley Basketball Association c. Glen Waverley Sports Hub	Attendance at major sporting facilities remained strong in 2025/26. Tennis bookings at Glen Waverley Sports Hub continued to grow, and netball registrations increased. Basketball participation stayed high, although limited court availability reduced opportunities for further growth. These results reflect strong community interest in local sport and recreation opportunities.	
Maintain and/or increase participation in, and satisfaction with, council run programs including: a. Children and families services, b. Library services, c. Maternal and child health services, d. Diverse and inclusive activities, programs and events.	Participation and satisfaction remained strong across key community services and programs. Maternal and Child Health attendance stayed high, library membership grew, and satisfaction with services for children, young people, seniors and library users remained positive. Inclusive events and programs also continued to support community connection, participation and wellbeing.	
Increase targeted community engagement and participation from our priority population groups.	Council continued to support opportunities for people of all ages, backgrounds and abilities to participate in community life. Through advisory groups, community events and targeted programs, Council helped strengthen connections, celebrate diversity and create a greater sense of belonging across the community. Participation increased in several inclusion-focused initiatives during 2025/26, including multicultural, gender equity and LGBTQIA+ events. Council also continued to support First Nations engagement, positive ageing, youth participation, and programs that improve access and inclusion. Together, these initiatives help ensure more people can take part in community life and have a voice in decisions that affect them.	

Metric	Comments	Outcome
Increase the proportion of the community reporting feeling safe walking in public areas in Monash.	Community Satisfaction Survey results show this KPI was partially achieved. People generally continue to feel safe in public areas, especially during the day. However, results have declined across most measures over time, showing there is more work to do to improve perceptions of safety at night, near public transport and in busy areas.	
Maintain or increase the number of groups and/or activities funded through the community grants program annually to ensure they meet community needs and expectations.	The number of groups funded through community grants increased over the past three years, rising from 159 in 2023/24 to 176 in 2024/25 and 179 in 2025/26. This growth demonstrates Council's continued support for community-led activities and initiatives that bring people together and strengthen local connections.	
Maintain and increase targets relating to community health and safety matters (for example environmental safety inspections and controls, animal registrations and controls.	Community health and safety services continued to perform strongly. Almost all registered food premises received their required inspections, and food complaints were responded to promptly. Animal registrations increased from 14,814 in 2023/24 to 17,856 in 2025/26, while pet-related complaints remained relatively stable. These results reflect consistent service delivery and support for public safety, community wellbeing and responsible pet ownership.	
Maintain and build community participation through facilitating Council's Advisory Committees, ensuring community representation exists.	Advisory Committees continued to provide valuable opportunities for community members to share their views, experiences and ideas. Membership levels were generally stable or slightly higher across most committees, and more meetings were held during 2025/26 than in the previous year. Council will continue to support participation and review advisory committees to ensure that they remain relevant and representative of the diverse Monash community.	

Performance of Services Funded in the Budget

Council will support a healthy, safe and connected community through ongoing delivery of a range of services including Active Monash, Aged and Community Support, Arts & Libraries, Children Youth & Family Services and Community Strengthening services. The following statement provides information in relation to these services funded in the 2025/26 Budget and the people or sections of the community that are provided the service.

Service	Description of Service	Net Cost	$000
Active Monash	We aim to improve the health and wellbeing of our community through inclusive, flexible and accessible sport, leisure and recreational facilities and services.	Actual Budget Variance	4,272 3,417 855
Aged and Community Support	We support older adults to live independently in their homes, stay healthy and remain active participants in community life.	Actual Budget Variance	-1,839 -1,149 -690
Arts and Libraries	We celebrate our vibrant and diverse community through the delivery of arts, events, libraries and community programs. We provide venues and creative spaces for the community to use, connect and enjoy.	Actual Budget Variance	8,507 8,713 -206
Children, Youth and Family Services	We undertake planning, partnership, promotion, engagement and service delivery activities for children, young people and their families to ensure they have the best opportunities to grow, learn and thrive in a strong and supported community and build a strong future. We also extend this commitment to supporting homeless and rough sleeping residents. The team works collaboratively to provide access to essential services, safety and pathways to housing stability, ensuring that no one is left behind in our vision for a strong and supported community.	Actual Budget Variance	3,899 4,360 -461
Community Strengthening	We implement collaborative and integrated actions to improve community connection, social equity, economic development, diversity, respect and inclusion.	Actual Budget Variance	5,304 5,494 -190

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	Result				Material Variations
	2023	2024	2025	2026	
Aquatic Facilities					
Service standard					
Health inspections of aquatic facilities *(Number of inspections by an authorised officer within the meaning of the Public Health and Wellbeing Act 2008 carried out per Council aquatic facility)*	1.00	1.00	1.00	**1.00**	Health inspections were undertaken on all three facilities - one inspection per site.
Service cost					
Cost of aquatic facilities *(Direct cost less any income received from providing aquatic facilities per visit)*	$6.39	$3.81	$2.34	**$2.49**	Cost per visit for FY2025/26 finished at $2.49 per visit, compared with a target of $2.06 per visit. While the result remains above target, it represents an improvement on earlier forecasts and was supported by strong attendance growth across the network during the second half of the year. Total visitation reached 1.605 million visits, exceeding budget and helping to offset operating costs through greater utilisation of aquatic facilities. Despite this positive attendance outcome, the cost per visit continued to be impacted by operating expenditure pressures, including maintenance requirements, utility costs and facility renewal works undertaken across the year. The result reflects the balance between maintaining high-quality aquatic services and managing operational costs in a challenging financial environment. Continued growth in visitation, combined with a focus on revenue generation, program optimisation and cost control initiatives, will remain key to reducing the cost per visit and improving the long-term financial sustainability of aquatic operations.

Service/*Indicator*/ Measure	Result				Material Variations
	2023	2024	2025	2026	
Utilisation					
Utilisation of aquatic facilities *(Number of visits to aquatic facilities per head of population)*	5.15	7.06	7.44	**7.59**	Overall visitation to aquatic facilities remained strong throughout FY2025/26, with total attendance reaching 1.605 million visits, finishing 2.7% above the previous financial year. Growth was supported by continued community participation across all centres and strong utilisation of aquatic and recreation offerings. Monash Aquatic and Recreation Centre continued to lead visitation performance, closing the year 3.0% ahead of 2024/25. Oakleigh Recreation Centre also recorded positive growth, finishing 3.4% above the previous year. While Clayton Aquatics and health Centre finished slightly below, attendance remained broadly in line with last year, reflecting stable patron engagement despite facility disruptions and capital works throughout the year. Overall, attendance trends demonstrate sustained demand for aquatic services, continued member engagement, and strong utilisation of facilities across the network.
Libraries					
Utilisation					
Library loans per population *(The number of collection item loans per head of population)*	n/a	7.80	7.94	**7.85**	Total loans per head of population has remained stable despite the refurbishment closures of Mount Waverley and Wheelers Hill libraries, and the closure of Glen Waverley Library in June 2026 for redevelopment. This demonstrates the continued demand for library collections, supported by access to digital resources and alternative service locations. The reduction in the estimated population has also positively influenced the loans per head of population result.

Service/*Indicator*/ Measure	Result				Material Variations
	2023	2024	2025	2026	
Resource standard					
Recently purchased library collection *(Percentage of the library collection that has been purchased in the past five years)*	63.83%	74.18%	69.60%	**88.67%**	The percentage of library collection items purchased within the last five years has increased significantly. This improvement reflects the substantial collection management work undertaken to enhance collection currency in preparation for approximately 30,000 items being placed into storage at the end of June 2026 as part of the Glen Waverley Library redevelopment. Through targeted weeding, collection evaluation, and investment in contemporary materials, Monash Libraries has strengthened the relevance, attractiveness, and overall currency of the collection available to the community.
Service cost					
Cost of library service *(The direct cost of the library service per head of population)*	$33.92	$33.33	$34.22	**$33.75**	Service costs are tracking to target and continue to represent good value in delivering library services to the Monash community. While expenditure has increased in line with operational costs, State Government funding has not kept pace with CPI, reducing the subsidy's contribution in real terms.
Participation					
Library membership *(Percentage of the resident municipal population who are registered library members)*	n/a	36.33%	36.59%	**41.28%**	Library membership as a percentage of population reached 41%, exceeding the target of 38%. This result reflects the continued focus on growing and sustaining active library membership through targeted engagement and promotion of library services over recent years. The growth in Monash's estimated population has also contributed to the improved result. While membership levels remain strong, the closure of Glen Waverley Library for redevelopment is expected to impact membership growth and participation in the short term.

Service/*Indicator*/ Measure	Result				Material Variations
	2023	2024	2025	2026	
Library visits per population *(Number of library visits per head of population)*	n/a	3.87	4.18	**3.92**	Library visits have decreased compared to the previous year due to the temporary closure of Wheelers Hill Library from 25 September to 30 October and Mount Waverley Library from 23 October to 10 December for refurbishment works. Visitor numbers were further impacted by the closure of Glen Waverley Library, the service's most highly visited branch, on 7 June 2026 for the redevelopment. This measure includes all visitors to library facilities, including borrowers, program participants, students using study spaces and other casual users. Despite these significant disruptions, library services continued to be delivered through remaining branches including interim facilities, outreach activities and digital services.
Maternal and Child Health (MCH)					
Service standard					
Infant enrolment in the MCH service *(Percentage of infants enrolled in the MCH service)*	100.60%	100.53%	100.59%	**101.05%**	Infant enrolments remain strong in Monash and show an increase from previous years. All infants that were born in the 2025/26 FY were enrolled in the service, which is reflected in the >100% figure. All birth notifications received by the Monash MCH service were processed and all infants were enrolled.
Service cost					
Cost of MCH service *(Cost of the MCH service per hour of service delivered)*	$72.43	$66.37	$74.92	**$91.85**	The increase in the cost of providing the service has escalated this year largely due to increased staffing costs associated with the new Enterprise Agreement. Due to challenges with staff vacancies the cost has been further impacted by the higher costs associated with engaging casual staff and a reduction in the hours of service able to be provided across the year.

Service/*Indicator*/ Measure	Result				Material Variations
	2023	2024	2025	2026	
Participation					
Participation in the MCH service *(Percentage of children enrolled who participate in the MCH service)*	76.41%	74.50%	76.72%	**75.74%**	2025/26 showed a slight decrease in participation rates in the Maternal and Child Health service. This can be attributed to an overall decrease in birth numbers compared to the previous year. Monash has also experienced staffing shortages. This has resulted in less appointment availability for the community. Strategic use of funding for temporary contracts was utilised and service delivery, aimed at supporting continuity of care between clients and practitioners has been a focus in the past 6 months.
Participation in the MCH service by Aboriginal children *(Percentage of Aboriginal children enrolled who participate in the MCH service)*	88.98%	75.47%	81.65%	**70.10%**	As the overall birth rate in Monash has declined, participation by Aboriginal children has also decreased, reflecting fewer Aboriginal children being born in the municipality.
Participation in 4-week Key Age and Stage visit *(Percentage of infants enrolled in the MCH service who receive the 4-week Key Age and Stage visit)*	98.34%	96.10%	96.49%	**97.42%**	Participation in the 4-week Key Age and Stage visit remains strong in 2025/26. An increase in participation has been noted compared to the previous financial year. This increase in participation reflects excellent engagement in the Maternal and Child Health service at Monash and overall increases in attendance at the 4-week visit since 2024/25.

Strategic Objective 2: A well-planned and future ready city

We ensure the use, development, and protection of land is suitably governed to meet the legislative planning requirements; and considers the unique environmental and social profile of Monash city.

We are dedicated to planning, building, renewing, and maintaining community infrastructure, assets, and public spaces to meet the evolving needs of our community.

Annual Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2025/26 Budget for the year.

Initiative	Progress
Continue with the review of the Monash Planning Scheme, which controls land use and development within our city and which aims to protect the 'garden city' character of Monash	**Achieved:** The requested extension of time to complete the planning scheme review was not granted by the Minister for Planning, however the review has progressed to the stage where the majority of research and analysis has been completed. Council will consider a report on the review in September 2026. Access to the Housing Capacity Assessment Platform (HCAP) tool has not yet been provided by the State Government. Finalisation of the housing capacity work part cannot be completed until Council is given access to this tool. We are progressing in line with instructions from the Department of Transport and Planning.
Refresh the Monash Housing Strategy to help ensure adequate housing is available to all, identifying preferred locations for increased housing intensity to meet our future communities housing needs.	**Progressing:** Once the Suburban Rail Loop and Activity Centre planning controls are implemented by the State Government, a new Housing Strategy will be commenced. The State Government has prepared a Housing Capacity Assessment Platform (HCAP) for use in assessing planning schemes capacity to meet the municipal housing targets contained in the planning scheme. Input from the HCAP will inform the direction of the Strategy which will also include an audit of the previous housing strategy to assess the outcomes it has achieved.



Initiative	Progress
Deliver a minimum of 90% of agreed Capital Works Program.	**Achieved:** Delivery of the 2025/26 Capital Works program was completed with a final expenditure of 96% of the agreed budget.
Continue with implementation of Open Space Strategy	**Achieved:** Council's systems have been updated to flag properties that may be suitable for purchase should they be placed on the market. Monitoring these properties continues as does consideration of open space improvements and opportunities to provide new public open spaces.
Progress with the design of playgrounds to meet the needs of the local community and commence construction of playgrounds at Argyle Reserve and Albany Drive Reserve.	**Achieved:** Designs for the upgraded playspaces at Jacaranda Road Reserve and View Mount Road Reserve are complete. Fitness stations have been installed and are open to the public. Practical completion for new playspaces at Albany Drive Reserve and Argyle Reserve were achieved.
Progress the design for the Civic Precinct Project.	**Achieved:** The design phase of the Glen Waverley Civic Precinct has been completed with the conclusion of the tender for construction of the main works. The contract to commence the construction of the main works was awarded at the June 2026 Council meeting, with works commencing on site in August 2026. The early works package is delayed due to latent site conditions and is expected to be concluded in September 2026. This is not expected to delay works under the main works contract.
Progress the Schematic Design for Civic Plaza, Railway Pde Nth, Coleman Pde and Kingsway.	**Achieved:** The concept design report is currently being finalised by the consultant in response to Council feedback. This will detail the final Plaza design, its connection to future road networks, and its integration with the broader public area.

Initiative	Progress
MAJOR INITIATIVE: Continue to advocate with the Suburban Rail Loop Authority and the State Government to prioritise new station precincts and their integration into activity centres and the key values of the Monash community.	**Achieved:** The Suburban Rail Loop East Special Advisory Committee (SAC) hearings were completed in December 2025 with Council being represented at the general hearing and all four precinct hearings with legal and specialist advice. The public engagement opportunities for the planning scheme component of the Suburban Rail Loop East project have concluded.
Continue to implement the 2025/26 actions in the Integrated Transport Strategy specifically; 1. improved parking management in Activity Centres 2.improve community safety for example lighting conditions and improvements along a key pedestrian route around an activity centre/public transport hub. 3.Investigate a Car Share Policy for Monash, to enable the community to have access to additional transport options in areas of high car demand.	**Achieved:** We continue to implement the 2025/26 actions in the Integrated Transport Strategy specifically; 1. Parking changes for the Clayton Activity Centre have been fully developed with community engagement expected to be undertaken in August 2026. The review of the trader parking areas at Oakleigh Activity Centre continues. 2. Additional lighting for the laneway connecting Bogong Avenue to Montclair Avenue, Glen Waverley was completed in May 2026. 3. The investigation into a Car Share Policy has been completed. Council consideration of the Policy will be pursued in 26/27.
MAJOR INITIATIVE: Continue the delivery for separated bike lanes in the Atkinson Street cycleway and continue the design of the next stage of the cycling connection between Scotchmans Creek Trail and Djerring Trail, Oakleigh.	**Achieved:** Delivery of the street lighting upgrade for the first two stages of the project is with United Energy for final approval. An external consultant has completed the functional layout plan and traffic signal plans are nearing completion for continuation of the cycleway through the existing signals at Atkinson Street/Atherton Road, which require Department of Transport and Planning review and/or approval. The detailed design for the next stage (north of Dandenong Road) of the cycling connection is underway. A traffic assessment report on this stage, requested by the Department of Transport and Planning, is to be submitted shortly for their review.
Progress the design for the Haughton Road Public Realm Project.	**Achieved:** The functional layout plan for Haughton Road has been finalised and has received in-principle approval from the Department of Transport and Planning's (DTP) Movement and Safety team. Council is currently awaiting further approvals from DTP's Bus Services team and VicTrack.
Progress the refresh of Council's Walking and Cycling Strategy which considers opportunities to better cater for the needs of all people who use public spaces, including people in wheelchairs, parents/carers with prams, young children on scooters, as well as cyclists and walkers.	**Achieved:** The Walking and Cycling Strategy 2026 Refresh has been presented to ELT and to Councillors at the Council Strategy meeting in June 2026. It is to be submitted to Council for consideration in the July 2026 meeting.

Council Plan Indicators and Measures (KPIs)

Measures assess Council's ability to maintain and enhance infrastructure, public spaces and community facilities.

Outcome Scale

Achieved | Mostly Achieved | Progressing | Not Started

Metric	Comments	Outcome
Achieve a minimum of 90% delivery of the approved capital works program each financial year.	Council delivered 95.58% of its Capital Works Program in 2025/26, exceeding the 90% target. This continues Council's strong track record of delivering infrastructure and community projects, following results of 96.62% in 2024/25 and 97.17% in 2023/24.	
Maintain and improve our community satisfaction levels for maintaining and repairing: roads, street lighting, drains, footpaths, bike paths and shared pathways.	Community satisfaction with the maintenance and repair of roads, footpaths, drains, street lighting, bike paths and shared pathways remains high. Satisfaction scores have remained stable over the past three years, with modest improvements across several service areas. These results reflect community confidence in the quality and upkeep of Monash's essential infrastructure.	
Maintain and increase the use of Council's community facilities, measured through community's satisfaction with access and use of facilities.	Community satisfaction with access to and use of Council facilities remains high across all measured service areas. Libraries, recreation and aquatic centres, and waste services continue to receive particularly strong ratings. These results show that Council facilities remain accessible, well used and valued by the community.	
Maintain community satisfaction ratings for; Sports ovals and other outdoor sporting facilities, provision and maintenance of local playgrounds, provision and maintenance of parks, gardens and reserves.	Community satisfaction with sports ovals, playgrounds, parks, gardens and reserves remains consistently high. Ratings have remained stable across all areas over the past three years, reflecting positive community views about the quality, maintenance and accessibility of these important community spaces.	
Assessment of town planning applications processed within Monash's performance targets.	Town planning application assessment performance remained strong over the past three years. In 2025/26, 87% of applications were processed within required timeframes, exceeding Council's target of 83%. This result highlights Council's ability to provide timely planning decisions for applicants and the community.	

Metric	Comments	Outcome
Monitor and report on liveability through our annual community survey.	Community survey results show that Monash continues to be viewed as a liveable, connected and attractive place to live. Satisfaction levels have remained strong or improved across key liveability measures, reflecting growing confidence in the city's neighbourhoods, services and public spaces.	
Improve and increase the use of sustainable solutions when we design, maintain and build community infrastructure projects. This includes incorporating solar panels, energy-efficient lighting, smart technologies and reducing water consumption.	Council continued to incorporate sustainable features into infrastructure projects and community facilities throughout 2025/26. Sustainability requirements have been built into project planning and delivery processes to help reduce environmental impacts and improve long-term outcomes. During the year, solar panels were installed on six community facilities, with three additional systems included in new building projects. Planning work is also supporting more than 10,000 future LED street lighting upgrades across the municipality. Improvements to drainage, waterways and wetlands, together with ongoing water-saving initiatives, are helping protect local waterways and reduce water use across Monash.	

Performance of Services Funded in the Budget

Council will support Enhanced Places through ongoing delivery of a range of services including Facilities and Infrastructure, City Planning, Community Amenity, Property and City Design, Strategic Planning and Economic Development, Capital Works and Engineering Services. The following statement provides information in relation to these services funded in the 2025/26 Budget and the people or sections of the community who are provided the service.

Service	Description of Service	Net Cost	$000
Facility and Infrastructure Maintenance	We effectively improve and maintain Council's buildings, roads, footpaths, vehicle fleet and drainage networks, to provide a clean, safe, accessible, and sustainable infrastructure that meets our community's needs.	Actual Budget Variance	9,358 9,360 -2
City Planning	We manage the built environment by balancing community needs, sustainability, growth and safety, so everyone can enjoy living, working and visiting the most liveable city in Victoria.	Actual Budget Variance	1,948 3,022 -1,074
Community Safety and Amenity	To make Monash a desirable place to live, work, and play by safeguarding the health, safety, and well-being of our community.	Actual Budget Variance	-1,136 -320 -816
Property and City Design	We plan, design and deliver enduring urban spaces and facilities in response to our city's growing population, visitor numbers and the ongoing impact of climate change. We provide guidance and support for all matters relating to Council's properties.	Actual Budget Variance	1,252 1,918 -666
Strategic Planning	We maintain Council's land use policy and planning framework to ensure that it is sustainable and meets changing needs of the community.	Actual Budget Variance	885 1,028 -143
Capital Works	We are committed to delivering Council's capital works program to ensure well maintained infrastructure assets that meet the current and future needs of our community. We oversee development and certify Council assets that are delivered by third parties.	Actual Budget Variance	2,510 2,827 -317
Engineering	We innovate, forward plan and prioritise improvements to Councils' infrastructure and manage private development, enabling a sustainable, safer and liveable environment for our community.	Actual Budget Variance	346 1,835 -1,489

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	Result				Material Variations
	2023	2024	2025	2026	
Animal Management					
Timeliness					
Time taken to action animal management request. *(Average number of days it takes for Council to action animal management-related requests)*	1.58	1.34	1.16	**1.38**	Animal management requests remain within the two-day target, with the minor increase in response time, being a matter of hours, due to staffing changes and temporary reduced staffing levels.
Service standard					
Animals reclaimed *(Percentage of collected registrable animals under the Domestic Animals Act 1994 reclaimed)*	34.20%	37.02%	31.64%	**23.68%**	While the reclaim outcome for dogs continues to trend at the same rate as the previous year, cat reclaims maintain a declining rate in line with industry outcomes.
Animals rehomed *(Percentage of collected registrable animals under the Domestic Animals Act 1994 rehomed)*	59.29%	89.53%	81.95%	**57.21%**	The ongoing trend of low cat rehoming continues throughout the industry.
Service cost					
Cost of animal management service *(Direct cost of the animal management service per head of population)*	$8.25	$9.07	$8.86	**$7.93**	The combination of the reduced cost in the Government Levy for pet registrations and savings in salaries from some staff movements improved the overall service cost from the previous financial year

Service/Indicator/ Measure	Result				Material Variations
	2023	2024	2025	2026	
Health and safety					
Animal management prosecutions (Percentage of animal management prosecutions which are successful)	100%	100%	95%	**100%**	This outcome reflects strong consistency in the delivery of service standards and community confidence in Council's ability to effectively support its community.
Food Safety					
Timeliness Time taken to action food complaints *(Average number of days it takes for Council to action food complaints received from members of the public about the safety or handling of food for sale)*	1.41	1.44	1.31	**1.49**	This result represents the 2025 calendar year, as per the Performance Reporting requirements. Council's average response time has increased marginally, however maintains a high-level response to food safety complaints received.
Service standard					
Food safety assessments *(Percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)*	99.71%	99.32%	99.49%	**100.00%**	This result represents the 2025 calendar year, as per the Performance Reporting requirements. Council has consistently demonstrated diligence in conducting food safety assessments for food businesses. All food premises that require a food safety assessment or a mandatory inspection have been inspected throughout the registration period.

Service/Indicator/ Measure	Result				Material Variations
	2023	2024	2025	2026	
Service cost					
Cost of food safety service *(Direct cost of the food safety service per food premises registered by Council, or for which Council has received notification, during the financial year)*	$626.29	$672.67	$705.85	**$692.49**	The overall average cost of service has marginally decreased, compared to the previous year. This is largely due to an increase in the number of registered food premises.
Health and safety					
Critical and major non-compliance outcome notifications *(Percentage of critical and major non-compliance outcome notifications that are followed up by Council)*	100%	100%	100%	**100%**	This result represents the 2025 calendar year, as per the Performance Reporting requirements. All non-conformances have been followed up and consistent to previous years.
Output					
Food safety samples *(Percentage of food samples obtained per required number of food samples)*	n/a	140.37%	118.55%	**108.97%**	Council continues to exceed the required number of food samples that must be obtained and submitted for analysis.

Service/Indicator/ Measure	Result				Material Variations
	2023	2024	2025	2026	
Statutory Planning					
Timeliness					
Time taken to decide planning applications *(Median number of days between receipt of a planning application and a decision on the application)*	67	60	65	**60**	Council continues to benefit from the outcomes of past improvement initiatives, with these gains supporting effective service delivery, continuous improvement, and positive long-term outcomes. We are also starting to see the effects on the time it takes to make decisions with the State Government changes in the planning space with deemed to comply provisions and reduced third party involvement (objections and appeals). These however are affecting workloads and the time to process applications (at the various stages) that will need ongoing monitoring.

Service/Indicator/ Measure	Result				Material Variations
	2023	2024	2025	2026	
Service standard					
Planning applications decided within the relevant required time *(The percentage of regular and VicSmart planning application decisions made within legislated time frames)*	86.80%	86.10%	80.20%	**86.95%**	Council's on-time decision performance remains strong and consistent, demonstrating an ongoing commitment to efficient and high-quality decision-making. Council continues to engage constructively with applicants and objectors to achieve positive planning outcomes, while ongoing process improvements help drive efficiency and support continuous service enhancement. As demonstrated in the Timelines indicator we are also starting to see the effect in the time it takes to make decisions, with the State Government changes in the planning space with deemed to comply provisions and reduced third party involvement (objections and appeals). These however are affecting workloads and the time to process applications (at the various stages) that will need ongoing monitoring.

Service/Indicator/ Measure	Result				Material Variations
	2023	2024	2025	2026	
Service cost					
Cost of statutory planning service *(Direct cost of the statutory planning service per planning application)*	$3,043.38	$3,071.44	$3,126.35	**$2,745.98**	The decrease in cost is primarily due to the increase in planning applications received. As application volumes rise, the cost per application decreases. There was in excess of a 30% increase in planning applications received compared to the previous year.
Decision making					
Council planning decisions upheld at VCAT *(Percentage of planning application decisions subject to review by VCAT that were not set aside)*	41.38%	56.90%	59.26%	**62.96%**	The number of matters progressed to VCAT was relatively low 30 for 25/26, compared with 34 in 24/25 and 60 in 23/24. The continuing percentage increase can still be attributed to negotiation during the assessment process to achieve good outcomes for all parties. There continues to be an increase in decisions upheld. This reflects effective decision making and engagement with parties during the compulsory conference process, where consent can be reached between parties if possible. Whilst the trend in decreasing numbers of applications to VCAT has continued, the deemed to comply applications and reduction in third party appeal rights will likely see an ongoing reduction in VCAT appeals.

Strategic Objective 3:
A city promotes environmental sustainability

Monash Council takes its commitment to addressing climate impact and the future of our community seriously.

We are a city that protects our natural environment and plays a leadership role in addressing and adapting to climate change. We are committed to sustainable living and resource use: reduced waste, pollution and greenhouse gas emission.

Annual Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2025/26 Budget for the year.

Initiative	Progress
Continue to advocate to State Government for enhanced tree controls across the municipality.	**Achieved:** Council continues to advocate to the State Government, which recently introduced canopy tree controls for residential areas across Victoria on 15 September 2025.
Deliver tree planting programs to help achieve our sustainable canopy vegetation goals.	**Achieved:** Council's tree planting programs have been completed throughout local streets, local roads, arterial road network and in open space reserves. 2,875 advanced specimen trees were planted in the 2025/26 financial year.
MAJOR INITIATIVE: Progress a Monash Circular Economy Strategy that will plan how we plan and deliver waste services across the city.	**Achieved:** The Monash Circular Economy and Waste Strategy is currently in draft format and continues to go through internal review with stakeholders. This draft strategy has 6 focus areas: supporting our community, advocacy, resource recovery, litter and illegal dumping, circularity and recycling and waste centre. The aim is for the Strategy to be presented to Council by the end of 2026.
MAJOR INITIATIVE: Develop the Monash Climate Resilience Plan to support our community to build resilience in a changing climate and continue reducing emissions.	**Achieved:** The Climate Resilience Plan 2026-2030 was adopted by Council at the May 2026 Council Meeting. The Community Engagement Summary Report is now available to the community on Shape Monash. Close-the-loop communications have been prepared. Work is underway to publish the Climate Resilience Plan on Council's website and integrate the Climate Resilience Plan actions into delivery lead Department service plans.



Initiative	Progress
Increase the use of lower emission materials in concrete and asphalt in roads and buildings or alternative approaches to reduce or offset use of these materials.	**Achieved:** Construction specifications are undergoing a major review, with an update of the technical specification and updates to the standard drawings in progress. This includes the development of accepted levels of recycled content in infrastructure materials, which has been trialled on the Atkinson cycleway project. Construction specifications have been added to Council's concrete contract, which was awarded in March 2026 by Council. Council's Environmentally Sustainable Design (ESD) Policy was reviewed and endorsed at the December 2025 Council Meeting. The updated Policy includes best practice requirements on use of lower emissions and recycled content concrete and asphalt to support further increase in Council's use of these materials. Reporting templates for officers and contractors to use have been finalised and ESD requirements have been embedded into the updated Project Management Framework (PMF), project management system, and through reviews occurring through Council's annual planning/budgeting processes.

Council Plan Indicators and Measures (KPIs)

Measures track progress towards environmental resilience and climate action.

Outcome Scale

Achieved | Mostly Achieved | Progressing | Not Started

Metric	Comments	Outcome
Increase canopy tree cover (achieve 30% by 2040) and understory vegetation across Council and private land to create a more liveable, sustainable and resilient city.	Council continued to make progress towards its target of 30% tree canopy cover by 2040 through tree planting, urban forest planning and advocacy for stronger tree protections. During 2025/26, 2,875 trees were planted across streets and open spaces, representing an increase of more than 80% compared with the previous year. Council also planted more than 151,000 shrubs, groundcovers and young trees across bushland reserves, parks, gardens and community facilities, helping increase biodiversity, improve neighbourhood amenity and create a greener, more resilient city.	
Deliver on the targets set in the new Circular Economy Strategy* with the intent to increase sustainable and circular practices, optimising resource use, reducing waste, and maximising reuse and recycling.	Council is developing a Circular Economy Strategy to help reduce waste, make better use of resources and increase opportunities to reuse and recycle materials. Once adopted, the strategy will guide future waste and resource recovery services across Monash and support more sustainable practices across the community.	
Achieve and maintain net zero emissions, transition away from gas and continue to use 100% renewable energy in Council operations.	Council achieved its net zero emissions target for operations through emissions reduction initiatives and the purchase of certified carbon offsets. Council also continued to purchase 100% renewable electricity through the Victorian Energy Collaboration. Future actions to further reduce emissions, increase renewable energy use and reduce reliance on gas have been incorporated into the Climate Resilience Plan 2026-2030.	

Metric	Comments	Outcome
Deliver and meet the targets set in the Integrated Water Management Strategy*.	Council is developing an Integrated Water Management Strategy to help manage stormwater, drinking water and wastewater more effectively across the municipality. Once adopted, the strategy will help guide future actions to improve water efficiency, environmental outcomes and long-term resilience.	
Deliver and meet the targets set in the Climate Resilience Plan*.	The Climate Resilience Plan was adopted in May 2026 and provides a framework for helping Monash respond to the impacts of climate change. From July 2026, Council will begin monitoring and reporting on progress against the plan's targets and actions.	

Performance of Services Funded in the Budget

Council will support a city promotes environmental sustainability through ongoing delivery of a range of services including Engineering, Strategic Asset management, Sustainable Monash and Horticultural Services. The following statement provides information in relation to these services funded in the 2025/26 Budget and the people or sections of the community who are provided the service.

Service	Description of Service	Net Cost	$000
Strategic Asset Management	We provide strategic asset planning, location intelligence and emergency management services to ensure that Council's assets will support services that will meet current and future community needs.	Actual Budget Variance	5,078 5,248 - 170
Sustainable Monash	We take pride in improving and future proofing our city and waterways, through resource recovery, nature regeneration and circularity. We deliver best practice waste collection and asset cleansing services, responsive customer service, impactful education, and embed climate resilience to support Monash to be a liveable and sustainable city.	Actual Budget Variance	26,397 32,224 -5,827
Horticultural Services	We create, enhance and keep our city's natural landscape, urban forest, gardens, sports fields and parks looking their best. We enable the community to connect, feel safe, and play whilst prioritising the natural environment and liveability for our future community and visitors.	Actual Budget Variance	17,997 20,085 -2,088

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	Result				Material Variations
	2023	2024	2025	2026	
Roads					
Satisfaction of use					
Sealed local road requests *(Number of sealed local road requests per 100 kilometres of sealed local road)*	49.74	42.65	41.27	**45.11**	Requests for maintenance to seal local roads has increased compared to previous reporting period. The number of requests is reflective of wetter conditions on our sealed roads experienced during the last few years. Wet weather generally leads to higher instance of issues such as potholes. City of Monash addresses these requests in line with the intervention levels as per our Road Management Plan.
Condition					
Sealed local roads maintained to condition standards *(Percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)*	98.05%	99.33%	99.47%	**99.47%**	Programming of road resurfacing has increasingly been better planned at Monash. Council's continuous commitment to invest in the renewal of its road network has kept the number of roads classified as "very poor condition" to a low number.

Service/Indicator/ Measure	Result				Material Variations
	2023	2024	2025	2026	
Service cost					
Cost of sealed local road reconstruction *(Direct reconstruction cost per square metre of sealed local roads reconstructed)*	$116.67	$117.65	$112.74	**$182.07**	The unit cost for road reconstruction has increased compared with the previous reporting period. This increase is mainly due to the Coleman Parade reconstruction project, which was affected by Suburban Rail Loop Authority (SRLA) works and required full reconstruction, rather than the standard road rehabilitation treatments typically undertaken by Council in previous years. The higher cost reflects several project-specific factors, including material haulage and storage, the use of cement-stabilised pavement material to provide additional pavement strength for increased commercial vehicle use associated with the SRLA works, and traffic management requirements.
Cost of sealed local road resealing *(Direct resealing cost per square metre of sealed local roads resealed)*	$24.09	$34.79	$29.66	**$33.96**	The cost per square metre of road resealing has minor movement compared to same reporting period last year. The unit rate tends to fluctuate year to year based upon the CPI increment on annual contract rates and works undertaken on various road hierarchy, number of court bowls, minimum tonnages of asphalt placed on each road location, reseal area, night works surcharge, fluctuating petroleum price and the level of traffic management required.

Service/Indicator/ Measure	Result				Material Variations
	2023	2024	2025	2026	
Satisfaction					
Satisfaction with sealed local roads *(Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)*	75	74	72	**61**	Due to a change in survey provider it is difficult to compare this year's result with historical results. For comparison Council's result for this same period using the same methodology, scaling and sample sizes as previous years is 72 (no change). The survey provider was changed in 2025/26 to comply with a new requirement introduced in the Local Government Victoria Practice Note No.22 – Conduct of the Local Government Community Satisfaction Survey (October 2025), that the community satisfaction survey provider must hold accreditation under the International Standard for Market, Opinion and Social Research (AS ISO 20252) prior to fieldwork. Council's appointed survey provider has since obtained the necessary accreditation, and it is expected that future years will be comparable to historical results.

Service/Indicator/ Measure	Result				Material Variations
	2023	2024	2025	2026	
Waste collection					
Service standard					
Kerbside collection bins missed *(Number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts)*	9.53	6.34	2.05	**1.52**	Council continues to perform strongly by achieving more that 50% below the allowable number of missed bins target.
Service cost					
Cost of kerbside garbage bin collection service *(Direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin)*	$91.17	$69.34	$87.64	**$97.39**	There has been a cost increase from the 2025/26 period, which can be attributed to the increased EPA levy. However, Council is still performing well, through maintaining a high level of diversion from landfill and reduced contamination, resulting in costs landing below target.
Cost of kerbside recyclables bin collection service *(Direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin)*	$44.43	$50.80	$50.10	**$51.78**	The cost of recycling has remained fairly stable from the 2025/26 financial year, with an increase in fuel costs associated with fuel cost recovery, under the Road Transport Contractual Chain Order.
Waste diversion					
Kerbside collection waste diverted from landfill *(Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)*	68.32%	71.37%	70.45%	**70.03%**	There continues to be a strong level of diversion from landfill, despite the increase in participation in the Container Deposit Scheme, removing 10% of volume from our recycling stream.

Strategic Objective 4: A council with good governance, strong leadership and community involvement decision making

We are dedicated to providing exemplary governance and leadership that benefits our community through proactive advocacy, informed decision making, and decisive action. We envision a community that is well informed about the issues affecting our city and actively participates in the Council's decision-making processes.



Annual Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2025/26 Budget for the year.

Initiative	Progress
MAJOR INITIATIVE: Model options and feasibility to improve cost recovery (council revenue) of key services.	**Achieved:** As part of Council's commitment to financial sustainability and cost recovery, the waste management service has been separated from general rates. The Waste Service Charge and Public Waste Service Rate were adopted as part of Council's 2026/27 Budget on 26 May 2026 and will appear as a separate line item on Council's Rates and Valuation Notices from July 2026. This initiative provides greater transparency for ratepayers and enables Council to more accurately recover the costs associated with delivering waste services, while also addressing anticipated future cost escalations, driven by regulatory and environmental obligations. As part of the annual budget process, budget managers were encouraged to undertake benchmarking against comparable councils and review key cost drivers to ensure fees and charges appropriately reflect the full cost of service delivery. Cost recovery remains an ongoing priority. Council has completed its planned actions for 2025/26 and will continue to monitor service costs, identify opportunities to improve cost-revenue alignment, and implement strategies that support long-term financial sustainability.
Update our service planning and budgeting methodology to support appropriate delivery and decision making for council's services to ensure maximisation of community benefit in line with our financial strategy.	**Achieved:** The Service Planning and Review Framework (internal framework) was endorsed by the Executive Leadership Team. Service planning is now embedded into Council's budgeting process (annual planning process). Feedback from community engagement is incorporated into service planning and budget processes. Service based budgeting has been introduced operationally into the 2026/27 Annual Budget.
Continue to seek and implement a more collaborative procurement effort with other organisations for the efficient delivery of projects and services optimising time and costs (including incorporating ESD initiatives where relevant).	**Achieved:** Council continues to lead, review and pursue collaborative procurement opportunities within the Eastern Region Procurement Network and beyond. Council continues to leverage sector aggregator contracts that demonstrate best value, will shortly issue and lead a collaborative tender for traffic management services, and is still seeking other collaborative procurement opportunities within the sector. Council is also leading a collaborative training agenda within the Eastern Region to foster shared sector experience on contract performance management. This project is aiming to expand to also cover other procurement related topics into the future to increase experience and knowledge.
Review and deliver the new Community Engagement Policy and Framework and ensure it includes tailored engagement strategies for all community members, particularly the vulnerable and disadvantaged.	**Achieved:** The revised Community Engagement Policy was adopted by Council on 30 June 2026. The principles in the Policy that guide how we plan, design, implement, evaluate and report community engagement are: genuine, informed, meaningful, respectful, transparent, accessible and inclusive.

Initiative	Progress
Provide translated copies of the Community Vision and Council Plan for the top 3 languages other than English.	**Achieved:** The Council Plan and Community Vision were translated into Simplified Chinese, Hindi and Greek, and published on Council's website.
Implement priority actions from the Customer Experience Strategy, in particular: - Enhance the live chat on the Monash website; and - Expand replacement of PDF forms with online forms for ease of use by customers.	**Progressing:** The Customer Experience Strategy review is in its final stages, with customer research, stakeholder engagement, the Digital Experience Platform review and the Customer Experience internal audit now complete. Delivery was delayed to allow for the recruitment of a new Customer Experience Manager. Insights are being consolidated to inform the final strategy and roadmap, which is on track for finalisation by a revised timeline of 30 September 2026. Progress has also been made on key priorities, including improvements to the visibility of live chat on pages across the Monash website. Additionally, most high-volume PDF forms have now been replaced with online forms, with several more being developed and launched in recent months with a strong focus on ease of use.
Refresh the Monash Advocacy Projects to attract significant investment that reflect highest priority needs for our community.	**Achieved:** A package of funding requests was developed to support conversations with local MPs in the lead up to the state election. The Mayor has been leading discussions through a series of meetings with local MPs. A targeted session was held with sporting clubs that are high on Council's priority list for redevelopment. This session was designed to equip those clubs with practical advice on how to support Council's advocacy efforts with local MPs and demonstrate broad community support for their projects.

Initiative	Progress
Implement 2025/26 actions from the Digital and Technology strategy in particular: » the optimisation of e-services portals for Council's Property and Rating solution to improve user experience » drive automation and innovation by identifying smart city use cases and automating manual processes.	**Achieved:** Council has progressed from the pilot and procurement phases into scaled delivery and operationalisation of digital, automation, and smart city initiatives, with measurable improvements in data quality, service accessibility, and readiness for Council automation. Optimisation of Digital Service Portals » Online forms continue to expand, with two additional ePathway forms, Pension Rebate and Special Consideration for Sustainable Monash, now digitised. A new external Request for Payment Plan form has also been delivered providing residents with a streamlined digital lodgement channel. » The Name and Address Register (NAR) Cleansing Program progressed to large-scale deployment, with ~120 forms enhanced with real-time data validation, materially improving data accuracy at source and reducing downstream rework. Driving Automation and Smart City Innovation » Pool Safety Cameras installation has been rescheduled to June 2026, due to safety installation issues identified. Once installed, the cameras will enhance community safety through technology-enabled monitoring. » People Counting Cameras – Discovery, Privacy Impact Assessment (PIA) and Gender Impact Assessment (GIA) have been completed for the installation of 12 people counting cameras across the Council's aquatic centres. The cameras provide real-time occupancy data to support capacity monitoring, crowd management, staffing planning and overall facility safety. » Smart Waste Management – 16 sensors have been installed across public reserve bins, with the remaining 134 scheduled for June and July 2026. Once fully deployed, the network will enable data-driven, proactive bin maintenance and service optimisation. » Proactive Asset Maintenance – Council will extend the pilot to two cameras, including footpath monitoring. » Enterprise Automation – Enterprise automation has shifted from procurement to activation, with licensing now live and discovery sessions completed. Initial use cases prioritised (Community Safety and Amenity), marking the transition from concept to implementation of Council-wide process automation capability. AI Governance and Policy AI Policy Development – Council is progressing two AI policies. The Internal AI Policy and AI Policy – Public Summary covering staff, councillors, and contractors are currently under external legal review. These policies align with the eight Australian AI Ethics Principles and are on track for formal Council adoption in the July 2026 cycle. Policy development has been informed by eight workshops and 128 staff survey responses. Next steps include finalising legal advice, completing the GIA review, and publishing the public summary on Councils website.

Initiative	Progress
Continue to protect our organisation against cyber risks through protection controls, education and data governance	**Achieved:** Council continues to make strong progress towards a secure and resilient digital environment, with key initiatives tracking well and delivering measurable improvements in cyber security governance, risk management and reporting, data protection, vulnerabilities and threat detection, response capability, and workforce engagement. » Data Loss Prevention (DLP): DLP controls deployed (USB, external email, unauthorised services) are operating effectively with improved monitoring and enforcement, reducing the likelihood of sensitive information leaving authorised channels. Email DLP enhancements are confirmed for July 2026 rollout, extending protection to Council's highest-volume communication channel and improving both security posture and user experience. In parallel, work is progressing to regulate data sharing through Council's data classification and labelling framework, ensuring information is handled appropriately as new technologies, including AI are adopted. This positions Council to manage emerging data risks proactively rather than reactively. » Consistent Incident Response: Standard response guides have been embedded to support the identification and management of security incidents, improving coordination, decision-making, and resolution times. A recent tabletop exercise validated these capabilities, demonstrating fit-for-purpose processes, strengthened leadership awareness, and effective cross-team collaboration. » Sustained Workforce Awareness: Security awareness efforts continue through a mix of in-person sessions, online learning, and periodic phishing simulations, with strong engagement supporting a culture of shared responsibility. Enhancements are underway to further strengthen the Council's cyber resilience, including targeted training on emerging risks, such as safe and responsible use of AI, supported by the progressive introduction of micro-learning modules across priority areas.

Council Plan Indicators and Measures (KPIs)

Measures focus on organisational performance, financial sustainability and community trust.

Outcome Scale

Achieved | Mostly Achieved | Progressing | Not Started

Metric	Comments	Outcome
Ensure Council's financial sustainability indicators are maintained (or improved) over the Council term.	Council has maintained a positive financial position over the past three years while continuing to invest in community services and infrastructure. Ongoing efficiency improvements, service reviews and careful financial management have helped maintain financial stability despite rising costs and ongoing budget pressures.	
Maintain and increase the satisfaction of Council's engagement with the community and our transparent decision-making, measured through community's satisfaction with community consultation and council decisions.	Community satisfaction with Council's consultation, engagement and decision-making remains strong. Survey results have remained consistent over time, indicating that Council continues to meet community expectations for communication, consultation and transparency.	
Increase in the number of partnerships and grants to deliver capital works and operational services.	Council continued to secure external funding and develop partnerships that support projects and services across the municipality. While grant-funded projects reduced following several significant one-off projects in previous years, funding levels improved in 2025/26 and Council continued to attract support for a range of community initiatives.	
Delivery of the Digital and Technology Strategy	Council continued to improve digital services and technology systems to make services easier, more accessible and more efficient for the community. During 2025/26, new online services were introduced, data quality was improved, and technology was used to support better management of community facilities, open spaces and infrastructure. Council also strengthened information security and continued developing guidelines for the responsible use of emerging technologies, including artificial intelligence.	

Metric	Comments	Outcome
Council's overall performance to be within 10% of the top performing score across metropolitan Victorian councils (annual community satisfaction survey result).	Community satisfaction with Council remains strong, with Monash ranked second among metropolitan Melbourne councils for overall performance. This result reflects positive community feedback across a broad range of services and highlights the community's confidence in the work Council delivers.	
Council's decisions are in accordance with Council's Risk and Opportunity Management Framework's risk tolerance levels.	Council continues to strengthen the way risks are identified, monitored and managed across the organisation. Work is underway to update Council's Risk and Opportunity Management Framework and improve how risk considerations are incorporated into decision-making and reporting processes. These improvements support effective governance and informed decision-making.	
Good governance measures and Council performance maintained in accordance with the Local Government Act 2020.	Council continued to meet its responsibilities under the Local Government Act 2020 and maintain strong governance practices. This included keeping policies and procedures up to date, holding public Council meetings, providing training for Councillors, publishing required information and maintaining key planning and financial documents. These activities support transparent, accountable and effective decision-making.	
Monash Council's staff voluntary annual turnover rates are consistent with metropolitan Victorian councils.	Council's staff turnover rate has remained relatively consistent over the past three years and generally aligned with workforce trends across metropolitan Melbourne councils. The annual voluntary turnover rate was 17.1% in 2023/24, 13.8% in 2024/25, and 15.6% in 2025/26. Council's turnover rate remains within the range observed over the three-year period. Council continues to prioritise attracting, developing and retaining a skilled and engaged workforce through initiatives that support employee wellbeing, professional development, leadership capability and a positive workplace culture. These efforts strengthen organisational capacity and help ensure the continued delivery of high-quality services to the Monash community.	

Performance of Services Funded in the Budget

Council will support Good Governance through Executive Leadership, Communications, Customer Experience, Transformation and Innovation, Digital and Technology, Corporate Governance and Legal, People and Safety, Finance, Strategic Procurement and Corporate Performance. The following statement provides information in relation to these corporate services funded in the 2025/26 budget and the persons or sections of the community who are provided the service.

Service	Description of Service	Net Cost	$000
Executive Leadership	We lead the organisation in the achievement of outcomes and the provision of a wide range of customer-focused services which are relevant, of high quality and accessible to all residents of Monash.	Actual Budget Variance	5,541 3,616 1,925
Media and Communications	We deliver clear and timely communications that inform our community about Council initiatives, events, programs, policies and services, and create engagement activities to ensure our community and stakeholders have meaningful input into the decisions that affect them.	Actual Budget Variance	2,502 2,154 348
Customer Experience	We are committed to providing a high-quality customer focus, through our Customer Experience and Monash Halls.	Actual Budget Variance	3,874 3,523 351
Digital and Technology	We partner with internal stakeholders to enable the delivery of commitments to the community, with a focus on best practice outcomes, good governance of process and systems, collaboration and innovation.	Actual Budget Variance	12,070 10,285 1,785
Corporate Governance and Legal	We work to establish a whole of organisation environment that ensures that all Council services operate in a manner that is compliant with legislation, law and policy and is undertaken with the highest levels of integrity, risk management, transparency, lawfulness and accountability.	Actual Budget Variance	7,453 7,600 -147
Talent and Organisational Development	We are committed to managing the organisation's approach to talent management, planning and sourcing, as well as the design and implementation of strategic initiatives focusing on organisational capability and engagement.	Actual Budget Variance	1,630 1,623 7
Workplace Relations and Safety	We empower, enable, and support the organisation to implement and sustain practices that uphold workplace obligations, entitlements, and constructive relationships between Monash and its employees, ensuring our workplaces remain safe, respectful, and in compliance with relevant legislation.	Actual Budget Variance	1,445 1,505 -60
Finance	We provide financial advice, guidance and tools to our organisation to ensure the long-term financial sustainability of Council.	Actual Budget Variance	2,391 4,491 -2,100

Service	Description of Service	Net Cost	$000
Strategic Procurement	We are committed to facilitating sound procurement decisions that maximise community benefit, whilst ensuring good governance and the efficient management of accounts payable processes to support our financial integrity.	Actual Budget Variance	1,262 1,248 14
Corporate Performance	We are committed to supporting the community achieve its vision through sound organisational planning and reporting for Council.	Actual Budget Variance	1,442 1,664 -222

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
	2023	2024	2025	2026	
Governance ***Transparency*** Council decisions made at meetings closed to the public (Percentage of Council resolutions made at a meeting of Council, or at a meeting of a delegated committee consisting only of councillors, closed to the public under section 66(1) of the Act)	3.60%	9.51%	8.37%	**7.37%**	Council has seen a decrease in the number of resolutions that are made in meetings that are closed to the public.

Service/ Indicator/ Measure	Results				Material Variations
	2023	2024	2025	2026	
Consultation and engagement					
Satisfaction with community consultation and engagement (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	72	71	74	**65**	Due to a change in survey provider it is difficult to compare this year's result with historical results. For comparison Council's result for this same period using the same methodology, scaling and sample sizes as previous years is 74 (no change). The survey provider was changed in 2025/26 to comply with a new requirement introduced in the Local Government Victorian Practice Note No.22 – Conduct of the Local Government Community Satisfaction Survey (October 2025), that the community satisfaction survey provider must hold accreditation under the International Standard for Market, Opinion and Social Research (AS ISO 20252) prior to fieldwork. Council's appointed survey provider has since obtained the necessary accreditation, and it is expected that future years will be comparable to historical results.
Attendance					
Councillor attendance at council meetings (Percentage of attendance at Council meetings by councillors)	93.51%	86.06%	88.96%	**89.51%**	Councillor attendance is similar to both the same period last year and the whole reporting period.

Service/ Indicator/ Measure	Results				Material Variations
	2023	2024	2025	2026	
Service cost					
Cost of elected representation (Direct cost of delivering Council's governance service per councillor)	$49,251.36	$57.625.09	$68,674.26	**$66,590.09**	There has been a decrease in the costs of elected representation from the same period last year. This is likely due to a small decrease in costs required to facilitate a newly elected Council. Costs in this metric are primarily reflective of Mayor, Deputy Mayor and Councillor allowances as set by the Victorian Independent Remuneration Tribunal.
Satisfaction					
Satisfaction with Council decisions (Community satisfaction rating out 100 with how Council has performed in making decisions in the interest of the community)	72	71	72	**61**	Due to a change in survey provider it is difficult to compare this year's result with historical results. For comparison Council's result for this same period using the same methodology, scaling and sample sizes as previous years is 73 (1 point higher). The survey provider was changed in 2025/26 to comply with a new requirement introduced in the Local Government Victoria Practice Note No.22 – Conduct of the Local Government Community Satisfaction Survey (October 2025), that the community satisfaction survey provider must hold accreditation under the International Standard for Market, Opinion and Social Research (AS ISO 20252) prior to fieldwork. Council's appointed survey provider has since obtained the necessary accreditation, and it is expected that future years will be comparable to historical results.


Optislim
Optislim
Optislim



6

Governance, Management and Other Information


MOTO CYCLE
EV

Councillor Allowances

In accordance with Section 39 of the *Local Government Act 2020*, mayors, deputy mayors and councillors are entitled to receive an allowance while performing their duties as a councillor.

The allowance is set by a Determination of the Victorian Independent Remuneration Tribunal pursuant to the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*. Under the Determination, councils are currently divided into four categories based on the income and population of each council. Monash Council is a Category 3 council.

The annual allowances for Monash Council were:

From 1 July 2025 to 17 December 2025:

- $41,992 for the Councillor allowance
- $71,329 for the Deputy Mayor allowance
- $ 142,661 for the Mayoral allowance.

From 18 December 2025 to 30 June 2026:

- $41,992 for the Councillor allowance
- $73,159 for the Deputy Mayor allowance
- $146,319 for the Mayoral allowance.

Councillor Expenses

In accordance with Section 40 of the Local Government Act 2020, Council is required to reimburse a councillor for expenses incurred while performing their 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 reimbursements of expenses, and the provision of resources, facilities and other support to the mayor and councillors to enable them to discharge their duties.

The details of the expenses including reimbursement of expenses for each councillor and member of a Council committee paid by the Council for the 2025/26 year are set out in the following table.

Expenses paid from 1July 2025 to 30 June 2026						
Councillor	Travel $	Car Mileage $	Child Care $	Information and Communication expenses $	Conferences and Training expenses $	Total $
Anjalee de Silva	0	0	0	1,440	1,131.81	2,571.81
Josh Fergeus	1,124.59	0	0	1,440	4,204.78	6,769.37
Stuart James	161.33	8,720	0	2,160	1,039.90	12,081.23
Paul Klisaris	0	4,360	0	720	1,291.13	6,371.13
Geoff Lake	0	0	0	720	500	1,220.00
Brian Little	0	0	0	1,440	700.09	2,140.09
Nicky Luo	0	0	0	2,160	250	2,410.00
Shane McCluskey	0	0	0	2,160	500	2,660.00
Rebecca Paterson	617.45	0	0	2,160	2,195.91	4,973.36
Elisha Lee	0	0	0	2,160	3,701.74	5,861.74
Cameron Little	0	0	0	1,440	663.75	2,103.75

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

Delegated Committees

Monash Council does not have any established Delegated Committees.

Council Meetings

Council holds regular meetings on the last Tuesday of each month, with community members welcome to attend or watch online.

Additional meetings of Council may also be called to discuss and decide on specific matters. The minutes of Council meetings are available on Council's website and at the Civic Centre. All Council meetings for 2025/26 were held at the Civic Centre, 293 Springvale Road, Glen Waverley.

As per Council's Governance Rules, the meetings were held in hybrid style, with some councillors attending in person and others online.

Council meetings were held on:

- 29 July 2025
- 26 August 2025
- 30 September 2025
- 28 October 2025
- 11 November 2025
  (Election of Mayor and Deputy Mayor)
- 25 November 2025
- 16 December 2025
- 27 January 2026
- 24 February 2026
- 31 March 2026
- 28 April 2026
- 26 May 2026
- 30 June 2026

Councillor attendance at Council Meetings

1 July 2025 – 30 June 2026

Councillor	Scheduled Meetings of Council Attended	Additional Meetings of Council Attended	Total Attendances
Anjalee de Silva	9	0	9
Josh Fergeus	10	0	10
Stuart James	11	0	11
Paul Klisaris	11	0	11
Geoff Lake	12	0	12
Brian Little	13	0	13
Nicky Luo	12	0	12
Shane McCluskey	13	0	13
Rebecca Paterson	12	0	12
Elisha Lee	13	0	13
Cameron Little	11	0	11



Councillor Code of Conduct

The Model Code of Conduct sets out individual standards of conduct expected to be observed by councillors when performing their roles.

A copy of the Model Councillor Code of Conduct is available on **Council's website**.

Conflict of Interest

Conflict of Interest is governed by sections 126 – 131 of the *Local Government Act 2020* (LGA 2020). At its most basic, a conflict of interest occurs when a councillor or Council officer acts in a self-serving manner, i.e. they put their own interests, or the interests of those who they have a close association with, above their duty as a councillor or Council officer to be impartial.

There are two categories of Conflict of Interest. The first is a General Conflict of Interest (section 127 of the LGA 2020). A councillor or officer has a General Conflict of Interest in a matter – if an impartial, fair-minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty. This is a very broad category and, among many other things, could involve making a decision on an application submitted by an acquaintance.

The second is a Material Conflict of Interest (section 128 of the LGA 2020). A councillor or a member of Council staff has a Material Conflict of Interest if certain specified individuals or groups would gain or suffer either a financial or non-financial benefit or loss if a particular decision was made.

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

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

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

Audit and Risk Committee

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

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

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

Four meetings of the Committee were held during the reporting year: 22 September 2025, 11 December 2025, 5 March 2026 and 29 June 2026. Minutes are kept for all Committee meetings and these are reviewed and endorsed by Council after every meeting and made available on Council's website.

Membership and attendance

The Committee consists of five members: three independent members and two councillor members (pus one substitute councillor). Councillor members are appointed annually and independent members are appointed for three-year terms by Council. Councillor members are usually appointed in November each year after the Mayor has been elected, and this may result in changes in Councillor member appointments during the reporting period of Council's Annual Report.

Name	Role	Member since	2025/26 attendance	
			Rostered	Attended
Andrew Dix	Independent member and Chair	July 2019	4	4
Binda Gokhale	Independent member	June 2023	4	4
John Watson	Independent member	July 2020	4	4
Geoff Lake	Councillor member	November 2018	1	1
Stuart James	Councillor member	November 2019	2	1
Nicky Luo	Councillor member	November 2024	4	1

Councillor Elisha Lee, as the alternate councillor member of the Committee, attended 2 scheduled meetings for the reporting period.

The meetings are also attended by Council's Chief Executive Officer, Director Corporate Services, Manager Corporate Performance, or their delegates, by invitation of the Committee. Other Council staff are invited to attend in relation to their specific agenda reports. The Internal Audit Service Provider and External Auditor also attend the meetings.

Remuneration

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

Andrew Dix	$12,444.00
Binda Gokhale	$12,444.00
John Watson	$9,955.20

Meetings with auditors

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

Annual work plan

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

Key activities

In the reporting period, the Committee has considered many matters. These included:

Financial and performance reporting

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

Risk management

- Consideration of regular reports on Council's risk profile and risk management activity
- Oversight of the monitoring activity of high-risk areas by Council
- Oversight of management responses to business continuity planning and testing activities
- Oversight of management activity related to compliance management
- Oversight of management's work done to mitigate and prevent fraudulent and corrupt behaviour in the organisation.

Internal control environment

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

Internal and external audit

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

Facilitation of communication between audit functions and management

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

Other key activities included:

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

The Committee's Chairperson, Andrew Dix, provided bi-annual reports to the Chief Executive Officer which summarised the activities of the Committee and provided any findings and recommendations in relation to the functions of the Committee. Six-monthly review reports were presented to the Chief Executive Officer at the 11 December 2025 and 29 June 2026 Audit and Risk Committee meetings.

Internal audit activity

Council's internal audit activity is robust and is driven by a strategic three-year internal audit plan developed in conjunction with Council's Executive Leadership Team and endorsed by the Audit and Risk Committee.

Internal audit reviews completed over 2025/26 financial year, in line with the approved internal audit plan, covered:

- Building and Pools (Compliance and Enforcement)
- Cash Handling
- Asset Management
- Customer Experience
- Cybersecurity (Govern and Identity)

Monash's Audit and Risk Committee ensures a close alignment of the internal audit plan with Council's strategic risk profile. Council continues to retain a strong focus on the completion of actions reported through audit activity.

Internal audit service provider

Aster Advisory Pty Ltd successfully secured the internal auditing tender at Monash Council and commenced its work on 1 July 2024. The Audit and Risk Committee assessed the performance of Aster Advisory Pty Ltd during its 29 June 2026 meeting.

External audit

Council's external audit service provider is HLB Mann Judd. The Committee monitors the work and assesses the performance of HLB Mann Judd. This is the fifth year of service with HLB Mann Judd, following the change of service provider from the Auditor General's Office as of 1 July 2021.

The Committee has a strong relationship with the external auditor and continues to be well engaged in the external audit process. The Committee monitors management responses to any recommendations made by HLB Mann Judd.

Risk Management

Council's Enterprise Risk and Opportunity Management Policy and associated Framework is based on the international standard for risk management, ISO 31000:2018, and provides a structured process for identifying and managing risk. The Policy and Framework were reviewed and updated in 2024 and is due for review in 2028.

The Monash Risk Management Committee meets regularly to review the strategic risk register, discuss new and emerging risks, review the effectiveness of organisational controls, and review the risk management culture. Operational risks are reviewed quarterly, with reports provided to the Audit and Risk Committee.

The internal audit function provides objective and independent assurance over the effectiveness of internal controls, risk management and governance activities.

The Audit and Risk Committee is briefed on Council's strategic, operational and corporate risk activities at each meeting.

Fraud and Corruption Control

In line with good governance, Council maintains a Fraud and Corruption Control Framework which brings together Monash's approach to prevention, detection and investigation of fraudulent and corrupt behaviour and is consistent with the Australian Standard on Fraud and Corruption Control (AS8001:2021).

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

There is a compulsory Fraud and Corruption Control training module that is assigned to all new starters upon commencement of employment to help:

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

Council has established a Fraud and Corruption Prevention Steering Committee to ensure the appropriateness and adequacy of fraud and corruption controls. Members of the Steering Committee represent a range of Council functions including strategic procurement, finance, governance and legal, people and safety, planning, horticulture and corporate performance.



Governance and Management Checklist

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

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

Governance and Management Items	Assessment
GC1 Community engagement policy (Policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	COMPLIES Date of adoption: 30 June 2026.
GC2 Community engagement guidelines (Guidelines to assist staff to determine when and how to engage with the community)	COMPLIES Date of commencement: 1 March 2022.
GC3 Financial Plan (Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	COMPLIES Date of adoption: 28 October 2025. Requirement date of adoption under the Act: 31 October 2025 (every 4 years).
GC4 Asset Plan (Plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	COMPLIES Date of adoption: 23 June 2025. Requirement date of adoption under the Act: 30 June 2025.
GC5 Revenue and Rating Plan (plan setting out the rating structure of Council to levy rates and charges)	COMPLIES Date of adoption: 23 June 2025. Requirement date of adoption under the Act: 30 June 2025 (every 4 years).
GC6 Annual Budget (plan setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	COMPLIES Date of adoption: 26 May 2026. Requirement date of adoption under the Act: 30 June annually.
GC7 Risk policy (Policy outlining Council's commitment and approach to minimising the risks to council's operations)	COMPLIES Date of commencement of current policy: 30 July 2024.

Governance and Management Items	Assessment
GC8 Fraud policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)	COMPLIES Date of operation of current policy: 17 November 2025.
GC9 Municipal Emergency Management Plan (participation in meetings of the Municipal Emergency Management Planning Committee.)	COMPLIES Dates of MEMPC meetings attended 17 July 2025; 13 November 2025; 12 February 2026.
GC10 Procurement policy (policy outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	COMPLIES Date of adoption: 28 October 2025.
GC11 Business Continuity Plan (Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	COMPLIES Date of commencement of current plan: 7 October 2025.
GC12 Disaster Recovery Plan (Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	COMPLIES Date of commencement of current plan: 18 July 2025.
GC13 Complaint policy (Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints)	COMPLIES Date of commencement of the policy: 13 December 2022.
GC14 Workforce Plan (Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation)	COMPLIES Date of commencement of the policy: October 2025.
GC15 Payment of rates and charges hardship policy (Approach to assisting ratepayers experiencing financial hardship or difficulty paying their fees	COMPLIES Date of commencement of the policy: 26 July 2022.
GC16 Risk management framework (Framework outlining Council's approach to managing risks to Council's operations)	COMPLIES Date of commencement of current framework: 23 July 2024.
GC17 Audit and Risk Committee (Advisory committee of Council under sections 53 and 54 of the Act)	COMPLIES Date of establishment: 8 November 1995.
GC18 Internal audit (Independent accounting professionals engaged by Council to provide analysis and recommendations aimed at improving Council's governance, risk and management controls)	COMPLIES Date of engagement of current provider: 1 July 2024.

Governance and Management Items	Assessment
GC19 Performance reporting framework (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	COMPLIES Date of operation of current framework: 31 October 2019.
GC20 Council Plan report (Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	COMPLIES Date of reports for this reporting period: 29 October 2025, 17 February 2026, 29 April 2026 and 12 August 2026.
GC21 Quarterly budget reports (Quarterly statements to Council under section 97(1) of the Act, comparing actual and budgeted results and an explanation of any material variations)	COMPLIES Date of statements presented for this reporting period: 28 October 2025, 27 January 2026, 28 April 2026 and 30 September 2025 (annual financials 2024/25).
GC22 Risk reporting (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	COMPLIES Date of reports for this reporting period 10 November 2025, 20 January 2026, 26 March 2026 and 12 May 2026.
GC23 Performance reports (Six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	COMPLIES Date of reports for this reporting period: 10 February 2026 and 28 October 2025 (annual report).
GC24 Annual Report (Annual Report under sections 98, 99 and 100 of the Act containing a report of operations and audited financial and performance statements)	COMPLIES Date of Council endorsement: 28 October 2025.
GC25 Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by councillors and other matters)	COMPLIES Date of last review and adopted: 26 October 2024.
GC26 Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	COMPLIES Date of review under section 11(7): 31 October 2025. Date of review under section 47(1): 6 November 2025.

Governance and Management Items	Assessment
GC27 Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	COMPLIES Date current governance rules adopted: 30 July 2024.

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



Dr Andi Diamond
Chief Executive Officer
Dated: 13 October 2026



Cr Stuart James
Mayor
Dated: 13 October 2026

7

Statutory Information





Procurement Policy Compliance

All procurement contracts executed during 2025/26 were compliant with Council's Procurement Policy and the Local Government Act 2020.

Council's **Procurement Policy** and Chief Executive Officer financial delegations were also reviewed, with extensive internal consultation and external benchmarking across other councils, to improve the effectiveness and efficiency of procurement activity across the organisation.

Key updates included:

- increased financial thresholds for procurement activity including an increase to the public tender threshold from $250,000 to $300,000;
- additional clarity about the effective use of approved panel contracts;
- inclusion of further circular economy and sustainability information;
- a change to all financial thresholds being stated on a GST exclusive basis to better align with approved budgets;
- updates to valid procurement exceptions; and
- inclusion of further digital technology and cyber risk management requirements.

The Chief Executive Officer's financial delegation was also increased from $450,000 (GST inclusive) to $750,000 (GST exclusive).

The revised **Procurement Policy** and Chief Executive Officer financial delegations were endorsed by Council on Tuesday 28 October 2025.

Tenders and contracts

Council publicly advertised 52 tenders and expressions of interest and ran 37 invited quotations and tenders in accordance with its Procurement Policy.

Several significant and complex procurement activities included:

- Glen Waverley Civic Precinct Project – two stage Public Expression of Interest and Tender for construction services;
- Substation Building Construction and Generator Relocation;
- Provision of Legal Services;
- Provision of Tree Services.

A full list of awarded public tenders is also available from **Council's public website**.

Tender exemptions

In accordance with Council's Procurement Policy, the following tender exemptions were endorsed by the Executive Leadership Team on the grounds of being a genuine monopoly market:

- SecurePay Online Payment Gateway Services with Fat Zebra Pty Ltd;
- Reporting Local Issues with Snap Send Solve.

Procurement Collaboration

Collaboration saves suppliers time and money with higher value engagement opportunities and enables councils to share best practice, resources and to leverage improved commercial outcomes through aggregation.

As part of the Eastern Region Procurement Network (consisting of Boroondara, Knox, Maroondah, Manningham, Monash, Whitehorse and Yarra Ranges councils), Council is currently leading and actively participating in the following collaboration activities:

Collaboration Activity	Participating councils
Provision of Probity Advisory Services	Monash participating, with Whitehorse leading
Traffic Management Services	Monash leading, with Knox participating
Shared training	Monash leading, with all councils participating for Supplier Performance Management training.

Procurement and Payables

The Accounts Payable Team processed more than 25,000 payments.

The team also implemented several process improvement projects, including a significant purchasing system upgrade.

Public Transparency

The *Local Government Act 2020* requires Council to maintain a Public Transparency Policy. Under the policy, Council information will be made available on the Council website, at the Council offices and/or on request.

Council will facilitate access to Council information by making as much information publicly available as it can, providing in different formats and where appropriate in different languages.

In accordance with Council's Public Transparency Policy, Council generally makes the following types of information available:

- Council agendas and minutes (other than for those items that are confidential under the *Local Government Act 2020*).
- Plans, Strategies, Reports and Policies adopted by Council.
- Information that supports Council's decision-making.
- Guidelines, manuals and processes that support permit and grant applications.
- Statutory registers and other information as required by the Act and the Policy.

Information can generally be accessed on Council's website, at its Service Centres or on request.

Some Council information may not be made publicly available. This will occur if the information is Confidential Information, or if its release would be contrary to the public interest. This primarily includes information that is confidential under the *Local Government Act 2020*.

Domestic Animal Management Plan

The Domestic Animal Management Plan 2026–2029 provides a strategic framework that guides animal management policy and actions over the four-year period to 2029. The plan was adopted at the Council meeting on 28 October 2025, and officers will work towards delivering its actions throughout this period.

Key activities in 2025/26 included:

Registration

» Registered animals compromised 12,012 dogs, 5,876 cats, 60 Seeing Eye Dogs and 4 assistance dogs.

Training updates

» Four officers attended the Victorian Government Canine Anatomy and Identification Training and one officer commenced the Certificate IV in Animal Regulation and Management. Training was also delivered on the legislative requirements for powers of entry for officers.

» Six officers attend the Australian Institute of Animal Management National Conference in Melbourne.

Promoting responsible pet ownership

» Officers attended the opening of the upgraded facility at Mount Waverley Linear Reserve to accommodate the recreation of dogs.

» Officers provided information and advice on responsible pet ownership at a stand at the Family Fun Day and the Clayton Festival, including distribution of educational materials with new registration and renewal notices.

» Presentation to community members regarding responsible and enjoyable pet ownership was presented in November 2025 to the Friday Friendship Group.

» Door knocks: Door knocks were conducted in relation to unregistered dogs and cats.

» Officers conducted 366 park controls of Council reserves or pocket parks for the purpose of education and compliance.

Council web page updates

Information and advice on Council's website included extensive information on the change of Council's animal pound provider from the RSPCA Victoria to Animal Aid in Coldstream while the website continues to evolve to reflect relevant legislative change and general operational changes.

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 2025/26, no directions were received by Council.



Freedom of Information

Monash Council is an agency to which the Freedom of Information Act 1982 applies. Information on how to make a Freedom of Information request is available on Council's website or by contacting Council's Freedom of Information and Privacy Officer.

In accordance with sections 7(4AA) (a) and 7(4AA) (b) of the Freedom of Information Act 1982, Council is required to publish certain statements in its Annual Report or separately (such as on its website), concerning its functions and information available. This is known as a Part II Statement. This outlines the types of documents Council holds, its publications, details of process etc.

This is available on **Council's website**.

Public Interest Disclosures

Public Interest Disclosures are reports and complaints about wrongdoing in the public sector. These types of complaints are governed by the Public Interest Disclosures Act 2012.

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

a. Encourage and facilitate disclosures of:
   i. Improper conduct by public officers, public bodies and other persons
   ii. Detrimental action taken in reprisal for a person making a disclosure under this Act

b. Provide protection for:
   i. People who make those disclosures
   ii. People 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 people 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 Public Interests Disclosures Procedure are available on request at Council's Civic Centre and on Council's website.

In 2025/26, Council received zero disclosures under the Public Interest Disclosures Act 2012.

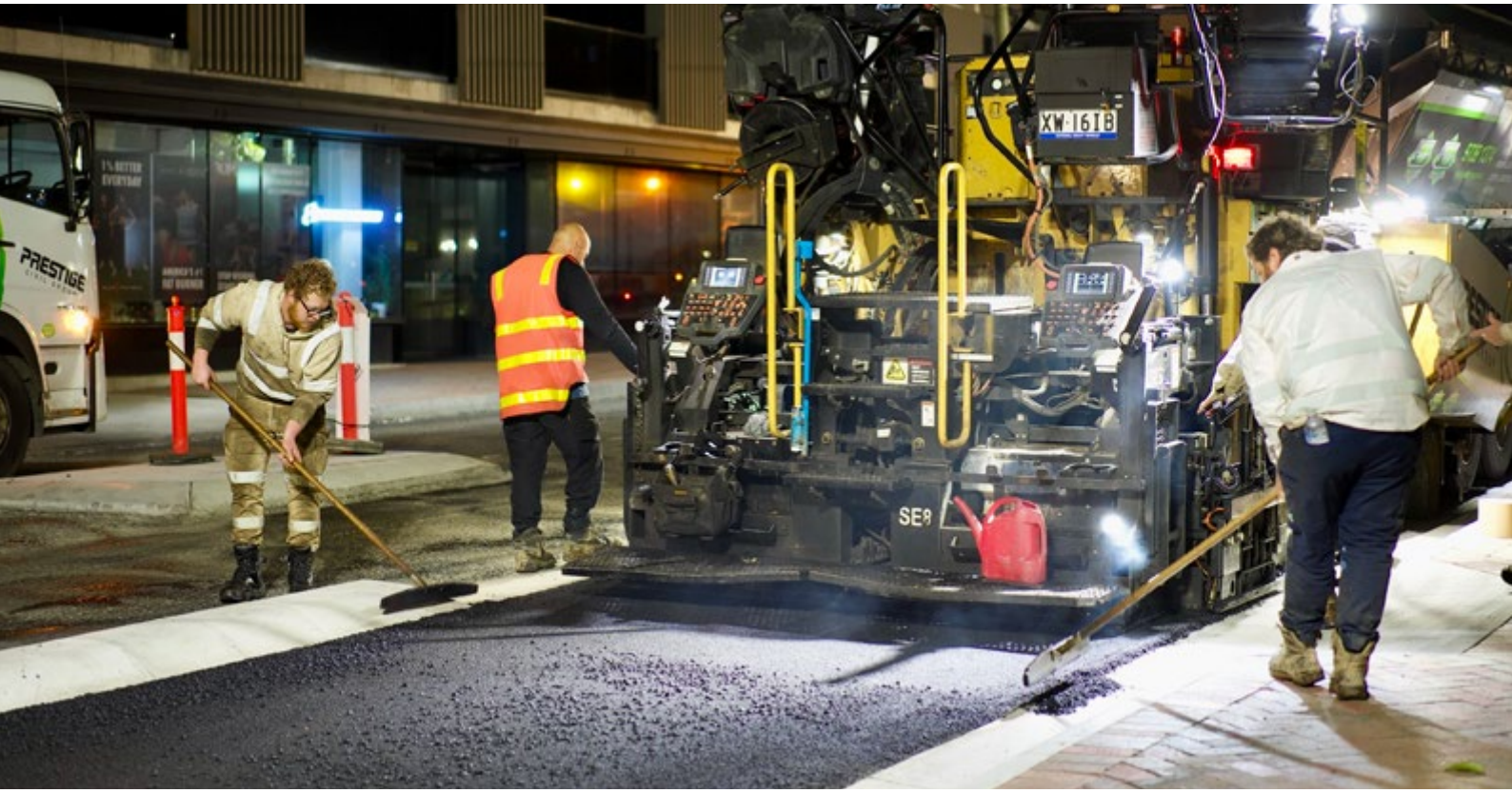
Road Management Act

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 ministerial directions were received by Council in the 2025/26 year.

Infrastructure and Development Contributions

In accordance with section 46GM and 46QD of the Planning and Environment Act 1987, a council that is a collecting agency or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind.

The report must be published in a council's report of operations. In 2025/26, Council received no infrastructure and development contributions.




SHREK
GET OUTA
MY SWAMP

Disability Action Plan

In accordance with section 38(3) of the Disability Act 2006, Council is required to report upon the implementation of its Disability Action Plan. Council's Disability Action Plan is incorporated into our Health and Wellbeing Plan 2025-2029.

Key Activities undertaken in 2025/26 are:

Advocacy

- Advocated on behalf of people with a disability and carers in a number of Council consultations and project developments such as the Civic Precinct Redevelopment.
- Provided advice to Council on accessible communication, engagement, and how to consult with people with disabilities.
- Provided a Submission to the Australian Parliament's Thriving Kids Initiative Inquiry.
- Provided a Council endorsed submission to the Victorian Government Disability Action Plan and Autism Plan review.

Awareness raising and education

- Contributed to the promotion of Days of Significance including recognising International Day of Disability with Sunflower Hidden Disability Project Training for Staff and a Reallife Resilience session at Ashwood Highschool for students transitioning to year 10 as part of the "We're all the Same and a Little bit Different" program.
- Held an Inclusive Employment Forum online for local business and community organisations.
- Partnered with Eastern Region Councils to deliver programs for Carers and a session on Relationships, Sexuality & Pornography – Supporting Autistic Young People.

Improving Access

- Developed five new Access Keys, including social stories and communication boards available for our Service Centres and Aquatic and Recreation Centres.

Support for Carers

- Ran monthly Pathways for Carers. Pathways for Carers project offers carers of people 65 and under with a disability or mental illness an opportunity to share walks together and to learn more about news, services and support available to carers.

Gender Equality Act

Council is a duty holder (or 'defined entity') under the *Gender Equality Act 2020*. Obligations for Council under this Act include:

- Promoting gender equality;
- Conducting Gender Impact Assessments (GIAs);
- Undertaking an audit;
- Creating a Gender Equality Action Plan (GEAP); and
- Reporting on progress.

In 2026 Council provided the Commission for Gender Equality in the Public Sector with its progress report, as required every two years.

8

Performance Statement




Station Bike Trail
Toilets
Trains & Buses
Warrawee Park & Oval
Pioneer Park & Police
work together
O STAY SAFE
CITY OF MONASH
Social distancing is critical.
Stay 1.5 metres apart at all times.
If you're closer than the length of this sign
you're too close.
1.5m
www.monash.vic.gov.au/coronavirus

Certificate of the performance statement

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



SIMONE WICKES (CA)
Principal Accounting Officer
Dated: 13 October 2026

In our opinion, the accompanying performance statement of *Monash City Council* for the year ended 30 June 2026 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020.*

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

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

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



STUART JAMES
Mayor



ELISHA LEE
Deputy Mayor
Dated: 13 October 2026



DR. ANDI DIAMOND
Chief Executive Officer
Dated: 13 October 2026

Independent Auditor's Report

Victorian Auditor-General's Office

To the Councillors of Monash City Council

Opinion	I have audited the accompanying performance statement of Monash City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2026 • service performance indicators for the year ended 30 June 2026 • financial performance indicators for the year ended 30 June 2026 • sustainable capacity indicators for the year ended 30 June 2026 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Monash City Council in respect of the year ended 30 June 2026 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the performance statement

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

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

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



MELBOURNE
16 October 2026

Travis Derricott
as delegate for the Auditor-General of Victoria

Section 1. Description of municipality

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

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

Monash is one of Melbourne's most populous municipalities, with an estimated residential population of 211,833 people living in more than 76,461 dwellings. Over the past year, the population in Monash has increased by 1.55%. We are regarded as a cosmopolitan city with a multicultural population. Monash has 52% of residents speaking a language other than English at home and 50% of our residents were born overseas, having come from more than 100 different countries.

In keeping with the State Government's cap on rate increases, rate revenue was increased by 3.0% and there was expected supplementary rate growth similar to the previous year ($1.065M). By controlling costs over many years, rates have been kept low. In the 2024/25 year, the average rate per property in Monash was $1,697, compared with the state-wide average of $1,957 and similar council average of $1,936. In 2025/26, the average rate per property in Monash was $1,748.92.

Section 2.
Service performance indicators

For the year ended 30 June 2026

	Results					
Service/Indicator/measure	**2023 Actual**	**2024 Actual**	**2025 Actual**	**2026 Target as per budget**	**2026 Actual**	**Material Variations and Comments**
Aquatic facilities						Overall visitation to aquatic facilities remained strong throughout FY2025/26, with total attendance reaching 1.605 million visits, finishing 2.7% above the previous financial year. Growth was supported by continued community participation across all centres and strong utilisation of aquatic and recreation offerings. Monash Aquatic and Recreation Centre continued to lead visitation performance, closing the year 3.0% ahead of 2024/25. Oakleigh Recreation Centre also recorded positive growth, finishing 3.4% above the previous year. While Clayton Aquatics and health Centre finished slightly below, attendance remained broadly in line with last year, reflecting stable patron engagement despite facility disruptions and capital works throughout the year. Overall, attendance trends demonstrate sustained demand for aquatic services, continued member engagement, and strong utilisation of facilities across the network.
Utilisation						
AF6 Utilisation of aquatic facilities *(Number of visits to aquatic facilities/ Population)*	5.15	7.06	7.44	N/A	**7.59**	

	Results					
Service/Indicator/measure	2023 Actual	2024 Actual	2025 Actual	2026 Target as per budget	2026 Actual	Material Variations and Comments
Animal management ***Health and safety*** AM7 Animal management prosecutions *(Number of successful animal management prosecutions/Total number of animal management prosecutions) x 100*	100%	100%	95%	N/A	**100%**	This outcome reflects strong consistency in the delivery of service standards and community confidence in Council's ability to effectively support its community.
Food safety **Health and safety** FS4 Critical and major non-compliance outcome notifications *(Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up/ Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises) x 100*	100%	100%	100%	N/A	**100%**	This result represents the 2025 calendar year, as per the Performance Reporting requirements. All non-conformances have been followed up and consistent to previous years.

	Results					
Service/Indicator/measure	2023 Actual	2024 Actual	2025 Actual	2026 Target as per budget	2026 Actual	Material Variations and Comments
Governance ***Satisfaction*** G2 Satisfaction with community consultation and engagement *(community satisfaction rating out of 100 with the consultation and engagement efforts of Council)*	72.0	71.0	74.0	72.0	**65.0**	Due to a change in survey provider it is difficult to compare this year's result with historical results. For comparison Council's result for this same period using the same methodology, scaling and sample sizes as previous years is 74 (no change). The survey provider was changed in 2025/26 to comply with a new requirement introduced in the Local Government Victoria Practice Note No.22 – Conduct of the Local Government Community Satisfaction Survey (October 2025) that the community satisfaction survey provider must hold accreditation under the International Standard for Market, Opinion and Social Research (AS ISO 20252) prior to fieldwork. Council's appointed survey provider has since obtained the necessary accreditation and it is expected that future years will be comparable to historical results.
Libraries ***Participation*** LB7 Library membership *[percentage of the population that are registered library members]*	N/A	36.33%	36.59%	N/A	**41.28%**	Library membership as a percentage of population reached 41%, exceeding the target of 38%. This result reflects the continued focus on growing and sustaining active library membership through targeted engagement and promotion of library services over recent years. The growth in Monash's estimated population has also contributed to the improved result. While membership levels remain strong, the closure of Glen Waverley Library for redevelopment is expected to impact membership growth and participation in the short term.

	Results					
Service/Indicator/measure	2023 Actual	2024 Actual	2025 Actual	2026 Target as per budget	2026 Actual	Material Variations and Comments
Maternal and child health ***Participation*** MC4 Participation in the MCH service *(Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service) x 100*	76.41%	74.50%	76.72%	N/A	**75.74%**	2025/26 showed a slight decrease in participation rates in the Maternal and Child Health service. This can be attributed to an overall decrease in birth numbers compared to the previous year. Monash has also experienced staffing shortages. This has resulted in less appointment availability for the community. Strategic use of funding for temporary contracts was utilised and service delivery, aimed at supporting continuity of care between clients and practitioners has been a focus in the past 6 months.
Participation MC5 Participation in the MCH service by Aboriginal children (Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service) x 100	88.98%	75.47%	81.65%	N/A	**70.10%**	As the overall birth rate in Monash has declined, participation by Aboriginal children has also decreased, reflecting fewer Aboriginal children being born in the municipality.
Roads ***Condition*** R2 Sealed local roads below the intervention level *(percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)*	98.1%	99.3%	99.47%	98.0%	**99.47%**	Programming of road resurfacing has increasingly been better planned at Monash. Council's continuous commitment to invest in the renewal of its road network has kept the number of roads classified as "very poor condition" to a low number.

	Results					
Service/Indicator/measure	2023 Actual	2024 Actual	2025 Actual	2026 Target as per budget	2026 Actual	Material Variations and Comments
Statutory Planning ***Service Standard*** *SP2 Planning applications decided within the relevant required time* *(percentage of planning application decisions made within the relevant required time)*	86.8%	86.10%	80.20%	83.0%	86.95%	Council's on-time decision performance remains strong and consistent, demonstrating an ongoing commitment to efficient and high-quality decision-making. Council continues to engage constructively with applicants and objectors to achieve positive planning outcomes, while ongoing process improvements help drive efficiency and support continuous service enhancement. We are also starting to see the effect in the time it takes to make decisions, with the State Government changes in the planning space with deemed to comply provisions and reduced third party involvement (objections and appeals). These however are affecting workloads and the time to process applications (at the various stages) that will need ongoing monitoring.
Waste Collection ***Waste diversion*** WC5 Kerbside collection waste diverted from landfill *(Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins) x 100*	68.32%	71.37%	70.45%	72.0%	70.03%	There continues to be a strong level of diversion from landfill, despite the increase in participation in the Container Deposit Scheme, removing 10% of volume from our recycling stream.

Section 3.
Financial performance indicators

For the year ended 30 June 2026

	Results					Forecast				
Dimension/indicator/ measure	2023 Actual	2024 Actual	2025 Actual	2026 Target as per budget	2026 Actual	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	Material Variations and Comments
Efficiency										
Expenditure level										
E2 Total expenses per property assessment. *(Total expenses / Number of property assessments)*	$2,519.84	$2,624.95	$2,682.38	$2,772	$2,760.70	$2,877.84	$2,942.31	$3,002.19	$3,077.15	Council's expenses per property assessment decreased slightly compared to the 2026 target. This result remains within the expected range and maintaining Council's operations and service delivery levels to the community.
Revenue level										
E4 Average rate per property assessment *(General rates and Municipal charges / Number of property assessments)*	$1,610.24	$1,654.09	$1,697.03	$1,768	$1,748.92	$1,602.52	$1,636.85	$1,671.64	$1,706.89	The average rate per property assessment increased compared to the prior year, remaining within the expected range. This reflects Council's annual rate adjustment in line with the Minister's rate cap, to fund essential services and infrastructure maintenance while remaining affordable for ratepayers.

	Results					Forecast				
Dimension/indicator/ measure	2023 Actual	2024 Actual	2025 Actual	2026 Target as per budget	2026 Actual	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	Material Variations and Comments
Liquidity										
Working capital										
L1 Current assets compared to current liabilities *(Current assets / Current liabilities) x 100*	137.56%	106.22%	147.39%	223.30%	162.50%	218.83%	120.24%	102.27%	106.35%	Council's liquidity position improved compared to the prior year, with current assets providing strong coverage of current liabilities. This result is within the expected range and demonstrates Council's strengthened financial position through prudent cash management and completion of capital projects.
Unrestricted cash										
L2 Unrestricted cash compared to current liabilities *(Unrestricted cash / Current liabilities) x 100*	48.29%	-15.23%	8.61%	5.41%	-11.41%	159.65%	88.31%	66.30%	71.12%	Unrestricted cash compared to current liabilities decreased from the prior year. This reflects Council's investment strategy of holding $75M in term deposits exceeding 90 days to achieve higher returns while maintaining sufficient liquidity to meet operational requirements. If these term deposits were included, the ratio would be 85.95% and will continue in a positive trend and remain in a strong cash position.

	Results					Forecast				
Dimension/indicator/ measure	2023 Actual	2024 Actual	2025 Actual	2026 Target as per budget	2026 Actual	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	Material Variations and Comments
Obligations										
Loans and borrowings O2 Loans and borrowings compared to rates *(Interest and principal repayments on interest bearing loans and borrowings / Rate revenue) x 100*	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	11.88%	Council continues to operate free from borrowings. This result is well within the expected range and demonstrates Council's commitment to maintaining a strong balance sheet without reliance on debt financing.
Loans and borrowings O3 Loans and borrowings repayments compared to rates *(Interest and principal repayments on interest bearing loans and borrowings / Rate revenue) x 100*	0.00%	0.00%	0.00%	31.58%	0.00%	28.91%	28.04%	0.00%	1.61%	Council made provision in the budgets for a credit facility for future cash flow management. Council did not draw down on any facility throughout the year and is the reason for the Nil result. The assumption is that Council will pay down the loan facility in the same year it's drawn down.

	Results					Forecast				
Dimension/indicator/ measure	2023 Actual	2024 Actual	2025 Actual	2026 Target as per budget	2026 Actual	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	Material Variations and Comments
Indebtedness O4 Non-current liabilities compared to own source revenue *(Non-current liabilities / Own source revenue) x 100*	5.71%	4.88%	3.77%	3.62%	3.18%	2.77%	2.25%	5.58%	14.39%	Non-current liabilities compared to own source revenue decreased from the prior year. This result is within the expected range and represents a strong improvement in Council's long-term financial position, reflecting reduced long-term liabilities relative to increased own source revenue.
Asset renewal and upgrade O5 Asset renewal and upgrade compared to depreciation *(Asset renewal and upgrade expenses/ Asset depreciation) x 100*	201.10%	207.30%	189.38%	163.5%	156.08%	172.90%	156.93%	117.52%	169.42%	Asset renewal and upgrade expenditure compared to depreciation decreased slightly from the prior year. The result exceeds 100%, indicating Council continues to invest in asset renewal at a rate greater than depreciation, ensuring long-term sustainability of infrastructure assets.

	Results					Forecast				
Dimension/indicator/ measure	2023 Actual	2024 Actual	2025 Actual	2026 Target as per budget	2026 Actual	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	Material Variations and Comments
Operating position ***Adjusted underlying result*** OP1 Adjusted underlying surplus (or deficit) *(Adjusted underlying surplus {deficit} / Adjusted underlying revenue) x 100*	-0.49%	-3.37%	12.49%	-0.49%	5.15%	-2.43%	-2.06%	-1.65%	-1.64%	Council's adjusted underlying result declined from the prior year, which was significantly influenced by one-off grant funding and asset sales. While Council continues to report an underlying surplus, the current year result remains affected by non-recurring items, including the early receipt of grant funding and gains on asset sales. Maintaining and improving the underlying operating result remains a key focus for Council. To support long-term financial sustainability, Council has implemented a Service Review Framework to identify efficiencies, improve value for money, and strengthen future financial performance.

	Results					Forecast				
Dimension/indicator/ measure	2023 Actual	2024 Actual	2025 Actual	2026 Target as per budget	2026 Actual	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	Material Variations and Comments
Stability										
Rates concentration S1 Rates compared to adjusted underlying revenue *(Rate revenue / Adjusted underlying revenue) x 100*	66.06%	67.42%	57.25%	66.60%	62.67%	70.77%	70.34%	70.92%	71.04%	Rates compared to adjusted underlying revenue increased compared to the prior year, remaining within the expected range. The prior year result was lower due to one-off grant funding and other non-rate revenue items. Council continues to maintain a balanced and sustainable revenue base.
Rates effort S2 Rates compared to property values *(Rate revenue / Capital improved value of rateable properties in the municipality) x 100*	0.14%	0.15%	0.14%	0.18%	0.15%	0.16%	0.16%	0.16%	0.16%	Rates compared to property values remained stable and is within the expected range. This reflects the annual rate adjustment in line with property value movements across the municipality.

Section 4. Sustainable capacity indicators

For the year ended 30 June 2026

	Results				
Indicator/measure	**2023 Actual**	**2024 Actual**	**2025 Actual**	**2026 Actual**	**Material Variations and Comments**
Population					
C1 Expenses per head of population *(Total expenses / Municipal population)*	$1,092.72	$1,099.59	$1,105.66	**$1,133.39**	Council's expenses per head of municipal population increased slightly compared to the prior year. This result is within the expected range and reflects Council's continued investment in services and infrastructure to support the growing community while managing inflationary cost pressures.
C2 Infrastructure per head of Population *(Value of infrastructure / Municipal Population)*	$5,695.92	$5,909.23	$7,088.83	**$7,116.72**	Infrastructure per head of municipal population increased slightly compared to the prior year. This result is within the expected range and demonstrates Council's ongoing commitment to maintaining and expanding infrastructure assets to serve the community's needs.
C3 Population density per length of road *(Municipal population / Kilometres of local roads)*	253.52	265.05	276.81	**279.83**	The increment is due to an increase in population used to calculate this KPI.

Indicator/measure	Results 2023 Actual	2024 Actual	2025 Actual	2026 Actual	Material Variations and Comments
Own-source revenue					
C4 Own-source revenue per head of population *[Own-source revenue / Municipal population]*	$921.50	$950.95	$1,101.62	**$1,070.31**	Own-source revenue per head of municipal population decreased slightly compared to the prior year, remaining within the expected range. The prior year included one-off revenue items which inflated that result. Council continues to generate sustainable own-source revenue to fund services for the community.
Recurrent grants					
C5 Recurrent grants per head of population *(Recurrent grants / Municipal population)*	$117.69	$80.99	$125.08	**$122.28**	Recurrent grants per head of municipal population decreased slightly compared to the prior year. This result remains within the expected range and reflects variations in the timing of grant receipts. Council continues to actively pursue grant funding opportunities.
Disadvantage					
C6 Relative socio-economic disadvantage (Index of Relative Socio-economic Disadvantage by decile)	9	9	9	**9**	Based on the Victorian Socio-Economic Indexes for Areas (SEIFA), a score of 9 indicates that the City of Monash has relatively low levels of socio-economic disadvantage compared with other local government areas across Victoria.
Workforce turnover					
C7 Resignations and terminations compared to average staff (Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year) x 100	15.67%	17.09%	13.75%	**15.57%**	Council experienced 130 terminations of permanent employees within the 2025/26 financial year. This was an increase of 16 terminations against the previous financial year. Of the 130 terminations, 116 were voluntary, including 15 retirements, which is an increase of seven when compared to the previous year. Of the 14 non-voluntary terminations, this is made up of six dismissals and eight redundancies. Of the eight redundancies, five were from the School Crossing Supervisor transition to external provider.

Section 5.
Notes to the accounts

For the year ended 30 June 2026

1. Basis of preparation

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

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

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the *Local Government (Planning and Reporting) Regulations 2020*. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2026-27 to 2029-30 by the council's financial plan. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

2. Definitions

Key term	Definition
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
adjusted underlying revenue	means total income other than: » non-recurrent grants used to fund capital expenditure; and » non-monetary asset contributions; and » 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
annual report	means an annual report prepared by a council under section 98 of the Act
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
asset upgrade expenditure	means expenditure that — (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
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
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the Food Act 1984
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
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
non-current liabilities	means all liabilities other than current liabilities
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

Key term	Definition
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, 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
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash





9

Statement of Secure Employment



Statement of Secure Employment

Monash Council is an employer in the municipality and is committed to providing a safe and secure work environment for its employees.

The following information is provided on Monash Council's secure employment indicators for the 2025-26 financial year. It may be read in conjunction with Section 4 in the Report of Operations component of the Annual Report that reports on the human resources of Monash Council.

Indicator	2025-26 Financial Year	Council Comment
Permanent Employees		
Total headcount of council employees engaged on a permanent basis at the end of the financial year	785	
Total FTE of council employees engaged on a permanent basis at the end of the financial year	687.18	
Total expenditure on council permanent employees for the financial year	$83,304,000	Exclude fixed term positions, senior officers, labour hire and casual staff. Includes salaries and on costs related to permanent positions.
Other Employees		
Fixed-Term Employees		
Total headcount of council employees engaged on a fixed-term basis at the end of the financial year	91	
Total FTE of council employees engaged on a fixed-term basis at the end of the financial year	85.9	
% of fixed-term employee headcount to the total of Permanent Employees and Other Employees at the end of the financial year	7.25%	
Total number of fixed-term roles converted to ongoing employment for the financial year	5	

Indicator	2025-26 Financial Year	Council Comment
Casual Employees		
Total headcount of direct-hire casual employees at the end of the financial year	470	
Total FTE of direct-hire casual employees at the end of the financial year	*37.52*	This is working on the assumption that each casual FTE is 0.08 (consistent with LGPRF reporting)
Total expenditure on direct-hire casual employees for the financial year	$10,012,000	Includes casual wages and on costs
Labour Hire		
Total headcount engaged by council through labour hire arrangements of less than 90 days for the financial year	Not available*	
Total headcount engaged by council through labour hire arrangements of 90 days or more for the financial year	Not available*	
Total expenditure, for the financial year, on workers engaged by council through a labour hire arrangement of less than 90 days	Not available*	
Total expenditure, for the financial year, on workers engaged by council through a labour hire arrangement for 90 days or more	Not available*	
Top 5 functions or departments, based on total expenditure, which utilise labour hire	Not available*	

Indicator	2025-26 Financial Year	Council Comment
Ratio between Permanent and Other Employees		
Ratio between council's Permanent Employee headcount and total Other Employees (fixed-term, labour hire and casual)	785 : 561 1.39 : 1	Permanent: 785 Other employees: 561 » Fixed-term: 91 » Casual: 470
Ratio between total expenditure on council's Permanent Employees and total Other Employees (fixed-term, labour hire and casual)	22.69%	Other employees include fixed term positions, senior officers, labour hire, casual staff and associated on costs. This is reflected as a % against total employee salaries plus on costs.
Apprentices and Trainees		
Total headcount of new apprentices and trainees engaged for the financial year	*5*	
Number of apprenticeships and traineeships completed with council for the financial year	*5*	
Top 5 occupation streams for apprenticeships and traineeships completed for the financial year	Business Support Officer: 4 Sports & turf: 1	
Number of council employees who completed an apprenticeship or traineeship at the council within the preceding 5 years	Not available	

Indicator	2025-26 Financial Year	Council Comment
Consultants and Contractors		
Total expenditure on consultants for the financial year	$1,141,192	
Description of professional services procured	Professional services were procured to provide specialist expertise in service reviews, strategic planning, community engagement and research, climate and sustainability initiatives, governance and policy development, digital and data governance projects, infrastructure and engineering investigations, urban planning, property and economic analysis, procurement and contract development, workplace relations, risk management and organisational improvement activities.	
Total expenditure on contractors procured for the financial year	$170,786,925	
Description of contracted services procured	Procured services included infrastructure and asset maintenance, parks and horticultural services, waste and environmental services, facility management and maintenance, information technology support services, recreation facility operations, and other operational services required to support Council assets, facilities and programs.	

* Note: Labour hire data is not available. As 2026 was the first year of voluntary reporting, Council did not have processes in place to collect the data. Data collection will be implemented for future reporting periods.



10

Financial Report


CITY OF
MONASH
EVE
VOLU

Financials Contents

Certification of the Financial Statements....153
Comprehensive Income Statement....156
Balance Sheet....157
Statement of Changes in Equity....158
Statement of Cash Flows....159
Statement of Capital Works....160
Note 1 Overview....161
Note 2 Analysis of our results....163
Note 2.2 Analysis of council results by program....169
Note 3 Funding for the delivery of our services....171
Note 4 The cost of delivering services....177
Note 5 Investing in and financing our operations....180
Note 6 Assets we manage....191
Note 7 People and relationships....202
Note 8 Managing uncertainties....206
Note 9 Other matters....212
Note 10 Change in accounting policy....217

Certification of the Financial Statements

Act 2020 , the *Local Government (Planning and Reporting) Regulations 2020* , the Australian Accounting Standards and other mandatory professional reporting requirements.

Simone Wickes CA
Principal Accounting Officer

Dated: 13 October 2026

In our opinion, the accompanying financial statements presents fairly the financial transactions of the Monash City Council for the year ended 30 June 2026 and the financial position of the Council as of that date.

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

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.

Stuart James
Mayor

Elisha Lee
Deputy Mayor

Andi Diamond
Chief Executive Officer

Dated: 13 October 2026

Independent Auditor's Report

Victorian Auditor-General's Office

To the Councillors of Monash City Council

Opinion	I have audited the financial report of Monash City Council (the council) which comprises the: • balance sheet as at 30 June 2026 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including material accounting policy information • certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2026 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the *Local Government Act 2020*, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report

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

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

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

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



MELBOURNE
16 October 2026

Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the Year Ended 30 June 2026

	Note	2026	2025
		$'000	$'000
Income/revenue			
Rates & Charges	3.1	158,624	151,372
Statutory Fees & Fines	3.2	15,844	14,354
User Fees	3.3	34,907	31,436
Grants - Operating	3.4	25,083	26,617
Grants - Capital	3.4	11,408	16,775
Contributions - monetary	3.5	11,746	6,196
Contributions - non-monetary	3.5	4,560	3,210
Net (loss)/gain on disposal of property, infrastructure, plant and equipment	3.6	9,855	27,836
Other Income	3.7	7,580	4,380
Share of net gain/(loss) of joint operation accounted for by the equity method	6.3	(82)	1,155
Total income/revenue		**279,525**	**283,331**
Expenses			
Employee costs	4.1(a)	104,719	100,154
Materials and services	4.2	93,662	88,962
Depreciation	4.3	36,540	36,888
Amortisation - Intangible Assets	4.4	2,686	2,945
Depreciation - Right Of Use Assets	4.5	1,517	1,507
Finance Costs - Leases	4.6	154	140
Other Expenses	4.7	812	783
Total Expenses		**240,090**	**231,379**
Surplus/(deficit) for the year		**39,435**	**51,952**
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net Asset revaluation gain/(loss)	9.1 (a)	108,210	237,879
Total other comprehensive income		**108,210**	**237,879**
Total comprehensive result		**147,645**	**289,831**

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet

As at 30 June 2026

	Note	2026	2025
		$'000	$'000
ASSETS			
Current Assets			
Cash & Cash Equivalents	5.1(a)	23,008	44,075
Trade & Other Receivables	5.1(c)	16,665	14,896
Other Financial Assets	5.1(b)	75,069	69
Prepayments	5.2(a)	3,491	2,864
Non Current Assets Classified as held for sale	6.1	2,905	41,952
Other Assets	5.2 (a)	3,903	2,572
Total Current Assets		**125,041**	**106,428**
Non-Current Assets			
Property, Infrastructure, Plant & Equipment	6.2	4,187,217	4,052,662
Right Of Use Assets	5.7	3,825	5,137
Intangible Assets	5.2(b)	10,591	11,358
Other Assets		661	678
Investments in joint arrangement accounted for using the equity method	6.3	98	260
Total Non-Current Assets		**4,202,392**	**4,070,095**
TOTAL ASSETS		**4,327,433**	**4,176,523**
LIABILITIES			
Current Liabilities			
Trade & Other Payables	5.3(a)	27,689	25,161
Trust Funds & Deposits	5.3(b)	20,824	21,039
Contract and other liabilities	5.3(c)	4,804	3,332
Provisions	5.4	22,017	21,193
Lease Liabilities	5.7	1,616	1,483
Total Current Liabilities		**76,950**	**72,208**
Non-Current Liabilities			
Provisions	5.4	2,383	2,332
Accounted for using the equity method using the equity method	6.3	2,317	2,397
Lease Liabilities	5.7	2,511	3,959
Total Non-Current Liabilities		**7,211**	**8,688**
TOTAL LIABILITIES		**84,161**	**80,896**
NET ASSETS		**4,243,272**	**4,095,627**
EQUITY			
Accumulated Surplus		1,167,050	1,158,028
Reserves	9.1	3,076,222	2,937,599
TOTAL EQUITY		**4,243,272**	**4,095,627**

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the Year Ended 30 June 2026

	Note	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
		$'000	$'000	$'000	$'000
2026					
Balance at beginning of the Financial Year		4,095,627	1,158,028	2,917,856	19,743
Surplus for the year		39,435	39,435	-	-
Reclassification of revaluation reserve to Accumulated surplus upon sale of asset	9.1	-	39,684	(39,684)	-
Net Asset revaluation gain/(loss)	9.1	108,210	-	108,210	-
Transfers from Other Reserves	9.1	-	26,498	-	(26,498)
Transfers to Other Reserves	9.1	-	(96,595)	-	96,595
Balance at End of the Financial Year		**4,243,272**	**1,167,050**	**2,986,382**	**89,840**
2025					
Balance at beginning of the Financial Year		3,804,829	1,077,895	2,702,199	24,735
Surplus for the year		51,952	51,952	-	-
Reclassification of revaluation reserve to Accumulated surplus upon sale of asset	9.1	-	23,189	(23,189)	-
Transfers and Write-off	9.1	967	-	967	
Net Asset revaluation gain/(loss)	9.1	237,879	-	237,879	-
Transfers from Other Reserves	9.1	-	12,714	-	(12,714)
Transfers to Other Reserves	9.1	-	(7,722)	-	7,722
Balance at End of the Financial Year		**4,095,627**	**1,158,028**	**2,917,856**	**19,743**

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 2026

	Note	2026 Inflows/ (Outflows)	2025 Inflows/ (Outflows)
		$'000	$'000
Cash flows from operating activities			
Rates and charges		157,115	150,908
Statutory fees and fines		15,844	14,354
User fees		34,224	34,009
Grants - operating		25,150	28,779
Grants - capital		13,243	17,732
Contributions - monetary		11,746	6,196
Interest received		2,161	1,800
Trusts and refundable deposits taken		231	3,280
Other receipts		4,163	1,595
Net gst refund		11,748	11,579
Employee costs		(108,465)	(104,110)
Materials and services		(104,091)	(104,810)
Trusts and refundable deposits repaid		(447)	(431)
Other payments		(966)	(923)
Net cash provided by operating activities	**9.2**	**61,656**	**59,958**
Cash flows from investing activities			
Payments on investment		(75,000)	-
Payments for acquisition of property, infrastructure, plant and equipment		(60,889)	(91,405)
Proceeds from sale of property, infrastructure, plant and equipment		54,684	54,403
Net cash used by investing activities		**(81,205)**	**(37,002)**
Cash flows from financing activities			
Repayment of lease liabilities		(1,518)	(1,390)
Net cash used by financing activities		**(1,518)**	**(1,390)**
Net (decrease)/ increase in cash and cash equivalents		**(21,067)**	**21,566**
Cash and cash equivalents at the beginning of the financial year		44,075	22,509
Cash and cash equivalents at the end of the financial year	**5.1 (a)**	**23,008**	**44,075**
Financing arrangements	5.5		

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 2026

	2026	2025
	$'000	$'000
Property		
Land Improvements	21	315
Buildings & Building Improvements	15,917	58,270
Total property	**15,938**	**58,585**
Plant and equipment		
Plant, machinery and equipment	2,751	2,439
Fixtures, fittings and furniture	1,339	385
Computers and telecommunications	6,929	3,660
Library books	1,354	1,501
Total plant and equipment	**12,374**	**7,985**
Infrastructure		
Roads	13,209	8,648
Bridges	294	102
Footpaths and cycleways	9,172	6,671
Drainage	1,635	1,890
Recreational, leisure and community facilities	11,496	8,178
Waste management	66	-
Parks, open space and streetscapes	3,001	4,623
Off street car parks	345	110
Other infrastructure	240	683
Total infrastructure	**39,459**	**30,905**
Total capital works expenditure	**67,771**	**97,475**
Less transferred to operating as unable to capitalise from work in progress	(3,266)	(1,971)
Adjusted Balance of Capital Works Expenditure	**64,505**	**95,504**
Represented by:		
New asset expenditure	3,543	3,429
Asset renewal expenditure	38,426	41,622
Asset expansion expenditure	7,195	24,187
Asset upgrade expenditure	18,606	28,237
Total capital works expenditure	**67,771**	**97,475**
Less transferred to operating as unable to capitalise from work in progress	(3,266)	(1,971)
Adjusted Balance of Capital Works Expenditure	**64,505**	**95,504**

The above statement of capital works should be read in conjunction with the accompanying notes.

Notes to the Financial Statements
For the Year Ended 30 June 2026

NOTE 1 Overview

Introduction

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

Statement of compliance

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

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

Accounting policy information

1.1 Basis of Accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

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

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

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

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

NOTE 1 Overview (cont.)

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

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

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

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Notes to the Financial Statements
For the Year Ended 30 June 2026

NOTE 2 Analysis of our results

2.1 Performance Against Budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variances. Council has adopted a materiality threshold lower of 10 percent or $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 27th May 2025. The budget was based on assumptions that were relevant at the time of adoption of the budget. Council set guidelines and parameters for revenue and expense targets in this budget in order to meet Council's business plan and financial performance targets for both the short and long-term. The budget did not reflect expected changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

NOTE 2 Performance against budget (cont.)

2.1.1 Income/Revenue and Expenditure

	Budget 2026	Actual 2026	Variance	Variance	
	$'000	$'000	$'000	%	Ref
Income/Revenue					
Rates and charges	158,334	158,624	290	0.2%	
Statutory fees and fines	13,346	15,844	2,498	18.7%	**1**
User fees	34,125	34,907	782	2.3%	
Contributions - monetary	9,956	11,746	1,790	18.0%	**2**
Contributions - non monetary	-	4,560	4,560	100.0%	**3**
Grants - Operating (recurrent)	19,942	24,591	4,649	23.3%	**4**
Grants - Operating (non-recurrent)	199	492	293	147.2%	**5**
Grants - Capital (recurrent)	2,912	1,312	(1,600)	(54.9%)	**6**
Grants - Capital (non-recurrent)	7,424	10,096	2,672	36.0%	**7**
Other Revenue	2,352	7,580	5,228	222.3%	**8**
Profit from Sale of Assets	-	9,855	9,855	100.0%	**9**
Share of net loss of joint operation	-	(82)	(82)	100.0%	**10**
Total Income/Revenue	**248,590**	**279,525**	**30,935**		
Expenses					
Employee costs	102,467	104,719	(2,252)	(2.2%)	**11**
Materials and Services	93,245	93,662	(417)	(0.4%)	
Depreciation	37,000	36,540	460	1.2%	
Amortisation - intangible assets	3,300	2,686	614	18.6%	**12**
Depreciation - right of use assets	1,650	1,517	133	8.1%	
Finance Costs - leases	183	154	29	15.8%	
Other Expenses	884	812	72	8.1%	
Total Expenses	**238,729**	**240,090**	**(1,361)**		
Surplus/(deficit) for the year	**9,861**	**39,435**	**29,574**		

NOTE 2 Performance against budget (cont.)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Statutory fees and fines	Statutory fees and fines were $2.5M favourable to budget, primarily reflecting higher parking fee and court fine income. Increased activity across business centres resulted in more frequent parking patrols and enforcement activity during the year.
2	Contributions - monetary	Monetary contributions were $1.8 million favourable to budget, primarily due to higher-than-anticipated Public Open Space and drainage contributions received during the year. The timing and volume of development activity are inherently difficult to forecast, as contributions are dependent on when developments progress and statutory obligations are triggered. As a result, actual contributions received exceeded budget assumptions, leading to the favourable variance.
3	Contributions - non monetary	Non-monetary contributions were $4.6M favourable to budget, primarily due to a $4.3M land contribution received from a State Government department in lieu of Public Open Space contributions, together with $0.33M in art donations received by the Museum of Australian Photography.
4	Grants - Operating (recurrent)	Operating recurrent grants were $4.6M favourable to budget. This was primarily due to the Commonwealth Government advancing 80% of the 2026–27 general-purpose grant allocation in June 2026, which resulted in an additional $4.2M being received in 2025–26.
5	Grants - Operating (non-recurrent)	Operating non-recurrent grants are favourable to budget by $0.29M. Additional one-off funding was received for Family and Children Services programs ($0.16M) and the Cladding remediation program ($0.09M) from State Government.
6	Grants - Capital (recurrent)	Recurrent capital grants were $1.6M unfavourable to budget. This variance relates to the Local Roads funding component of the Financial Assistance Grant, which was classified as capital income in the budget but is required to be classified as recurrent operating income in the actual results.
7	Grants - Capital (non-recurrent)	Non-recurrent capital grants were $2.7 million favourable to budget, primarily due to the receipt of an unbudgeted $1.1 million Living Libraries grant for the Glen Waverley Precinct Project. The remaining favourable variance reflects additional grant income recognised during the year as project milestones were achieved across a number of capital projects.
8	Other Revenue	Other revenue was $5.2 million favourable to budget. This was primarily due to income recognised from assets identified through the asset revaluation process ($1.5 million), together with the Bowness donation of $1.0 million received by the Museum of Australian Photography (MAPh). The Bowness donation was recognised as revenue within Other Revenue, with a corresponding unbudgeted expense recognised in Materials and Services to reflect the donation made to MAPh. In accordance with accounting requirements, the transaction was recorded on a gross basis rather than being netted off, resulting in both unbudgeted income and offsetting expenditure being recognised in the year.

NOTE 2 Performance against budget (cont.)

(i) Explanation of material variations (cont.)

Variance Ref	Item	Explanation
9	Profit from Sale of Assets	Profit on the Sale of Assets totalled $9.9 million during the year. This is generally not budgeted in the adopted annual budget, as the timing and sale value of assets can be uncertain. The profit was primarily driven by the sale of land assets, where the sale proceeds exceeded the carrying value of the assets recorded in Council's books.
10	Share of net loss of joint operation	Share of net loss from the joint operation was $0.08 million in 2025/26, resulting in an unfavourable financial impact for the year.
11	Employee Costs	Employee costs exceeded budget by $2.3M, primarily due to a $1.1M increase in year-end provisions for annual leave, superannuation, long service leave and maternity leave. Budget was adopted prior to the finalisation of the new Enterprise Bargaining Agreement (EBA). Hence the revised salary escalations based on banding and payment of additional sign on bonuses ($1M) for staff member were not factored in the adopted budget. This has further contributed to the adverse variance for employee costs.
12	Amortisation - intangible assets	Amortisation of intangible assets was $0.61M favourable to budget, primarily due to lower-than-budgeted capitalisation of intangible assets and the full-year impact of extending asset useful lives from 10 to 15 years.

NOTE 2 Performance against budget (cont.)

2.1.2 Capital Works

	Budget 2026	Actual 2026	Variance	Variance	
	$'000	$'000	$'000	%	Ref
Property					
Land improvements	150	21	129	0.0%	
Buildings & Building improvements	16,121	15,917	204	1.3%	
Total Property	**16,271**	**15,938**	**333**		
Plant and Equipment					
Plant, machinery and equipment	2,477	2,751	(274)	(11.1%)	**1**
Fixtures, fittings and furniture	515	1,339	(824)	(160.0%)	**2**
Computers and telecommunications	7,378	6,929	449	6.1%	
Library books	1,372	1,354	18	1.3%	
Total Plant and Equipment	**11,742**	**12,374**	**(632)**		
Infrastructure					
Roads	13,520	13,209	311	2.3%	
Bridges	388	294	94	24.1%	**3**
Footpaths and cycleways	11,020	9,172	1,848	16.8%	**4**
Drainage	2,630	1,635	995	37.8%	**5**
Recreational, leisure and community facilities	10,818	11,496	(678)	(6.3%)	
Waste management	84	66	18	21.2%	**6**
Parks, open space and streetscapes	3,565	3,001	564	15.8%	**7**
Off street car parks	780	345	435	55.8%	**8**
Other Infrastructure	1,056	240	816	77.3%	**9**
Total Infrastructure	**43,861**	**39,459**	**4,402**		
Total Capital Works Expenditure	**71,874**	**67,771**	**4,103**		
Less transferred to operating as unable to capitalise from work in progress	-	(3,266)	(3,266)		
Adjusted Balance of Capital Works Expenditure	**71,874**	**64,505**	**7,369**		
Represented by:					
New asset expenditure	3,757	3,543	214		
Asset renewal expenditure	40,753	38,426	2,327		
Asset expansion expenditure	7,631	7,195	436		
Asset upgrade expenditure	19,733	18,606	1,127		
Total Capital Works Expenditure	**71,874**	**67,771**	**4,103**		
Less transferred to operating as unable to capitalise from work in progress	-	(3,266)	(3,266)		
Adjusted Balance of Capital Works Expenditure	**71,874**	**64,505**	**7,369**		

NOTE 2 Performance against budget (cont.)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Plant, machinery and equipment	The overspend primarily relates to the Monash Operations Centre Neighbourhood Battery project, which was approved after the budget was adopted. The project was substantially funded through an unbudgeted grant contribution from the Department of Energy, Environment and Climate Action (DEECA), resulting in both additional project expenditure and offsetting grant income during the year. Excluding this project, the underlying fleet and plant renewal programs were delivered within approved budget parameters. Accordingly, the unfavourable expenditure variance is largely attributable to the delivery of grant-funded works that were not included in the original budget.
2	Fixtures, fittings and furniture	The overall variance is primarily driven by projects that were approved or funded post-budget adoption. The Revitalisation of Mount Waverley and Wheelers Hill Libraries received funding through the Living Libraries Grant Program to deliver enhancements and improvements in customer experience, accessibility and community programming. Another new initiative funded by Council was MARC/CAHC/ORC Car Park CCTV Installation to improve safety and security for patrons and staff. The Civic Centre IBIS Building Office Accommodation costs were incurred in preparation for the development of the Glen Waverley Civic Precinct. These costs are part of the overall Precinct project cost.
3	Bridges	The Bridges program performed favourably against the adopted budget, mostly due to the Oakleigh Golf Course Bridge Reconstruction delivered below the adopted budget.
4	Footpaths and cycleways	The favourable variance reflects the delivery timing on major multi-year infrastructure projects. The core Footpath Renewal Program has been delivered according to budget. Unspent funds from the trail projects will be carried forward to support construction completion in 2026/27.
5	Drainage	The favourable variance is primarily attributable to project timing on major works. The overspend on Minor Drainage Improvements partially offsets these underspends. Unspent funds on multi-year construction projects will be carried forward to support completion in 2026/27.
6	Waste management	The favourable variance represents a deferred project, as a minor scope variation has resulted in the project being completed in 2026/27.
7	Parks, open space and streetscapes	The favourable overall variance is the result of mixed variances of overspends and underspent projects. Two major strategic projects, Kingsway Central Plaza and Oakleigh Station Precinct account for most of the underspend due to project timing and rephasing. This partially offset overspends across asset renewal programs responding to infrastructure needs. Core annual programs are tracking to budget.
8	Off street car parks	The favourable variance reflects a combination of project rephasing and construction timing. The works are committed on the Atkinson Street project and expenditure will increase as construction progresses in 2026/27.
9	Other Infrastructure	The favourable variance is mostly related to a project reclassification to another asset category. This is in addition to delivering a Local Area Traffic Management (LATM) project in the Hughesdale area under budget.

NOTE 2.2 Analysis of council results by program

Council delivers its functions and activities through the following programs.

2.2.1 Analysis of Council results by program

Chief Executive

This division provides corporate management necessary to ensure the effective, efficient and innovative implementation of programs and communication of Council's achievement in policies and programs to external and internal audiences. It includes Communications, Customer Experience and People and Safety.

Corporate Services

This division provides organisation-wide support for the delivery of services and projects that benefit Monash's diverse community. It is responsible for strategic planning, continuous improvement, business assurance, performance monitoring and reporting, as well as Council's procurement, tendering, annual planning and budgeting processes. The division also administers rates and charges, supplier payments, digital capability and operational efficiency, corporate governance, and legal services.

Community Services

This division provides a wide range of customer focused services which are relevant, of high quality, responsive to community needs and are accessible to all residents of Monash. It includes Active Monash, Aged and Community Support, Children, Youth and Family Services, Arts and Libraries, Community Strengthening and Economic Development.

City Development

This division aims to further develop the Council's environment through effective strategic city, environmental and social planning, building control and municipal regulation. It includes City Planning, Community Amenity, Engineering, Property and City Design and Strategic Planning.

City Services

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

NOTE 2.2 Analysis of council results by program

2.2.2 Summary of income/revenue, expenses, assets and capital expenses by program

	Income/ Revenue	Expenses	Surplus/ (Deficit)	Grants included in income/revenue	Total assets
	$'000	$'000	$'000	$'000	$'000
2026					
Chief Executive	1,421	11,985	(10,564)		-
Corporate Services	193,201	76,489	116,712	7,325	4,327,433
Community Services	33,772	54,114	(20,342)	14,595	-
City Development	25,386	29,110	(3,724)	1,512	-
City Services	25,745	68,392	(42,647)	13,059	-
	279,525	**240,090**	**39,435**	**36,491**	**4,327,433**
2025					
Chief Executive	1,218	10,390	(9,172)	-	-
Corporate Services	146,848	69,740	77,108	7,850	4,176,523
Community Services	31,916	51,693	(19,777)	14,925	-
City Development	21,179	26,014	(4,835)	1,087	-
City Services	82,170	73,542	8,628	19,530	-
	283,331	**231,379**	**51,952**	**43,392**	**4,176,523**

NOTE 3 Funding for the delivery of our services

	2026	2025
	$'000	$'000

3.1 Rates and Charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the value of the land and all improvements. The valuation base used to calculate general rates for 2025/26 was $104.497 billion (2024/25 $106.276 billion). The 2025/26 rate in the dollar for residential was $0.00144863 (2024/25 $0.00136678) and for other properties $0.00149537 (2024/25 $0.00142607).

General Rates	151,202	145,924
Pension Rebate	(1,138)	(1,021)
Cultural & Recreational	209	209
Supplementary rates & rate adjustments	2,034	1,272
Recycling & Waste Levy	5,645	4,437
Interest on rates and charges	672	551
Total Rates and Charges	**158,624**	**151,372**

The date of the latest general revaluation of land for rating purposes within the municipality is 1 January 2025 and the valuation was first applied in the rating year commencing 1 July 2025. Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory Fees and Fines

Infringements	7,788	7,779
Court Recoveries	2,158	1,857
Town Planning Fees	4,593	3,501
Land Information Certificates	220	210
Permits	1,085	1,007
Total Statutory Fees and Fines	**15,844**	**14,354**

Statutory fees and fines (including parking fees and fines) are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

NOTE 3 Funding for the delivery of our services (cont.)

	2026	2025
	$'000	$'000
3.3 User Fees		
Aged,Health and Children's Services	2,918	2,770
Recreation Fees	12,911	13,104
Waste Transfer Station	2,998	3,259
Building Services Fees	2,764	2,491
Library Fees and Fines	65	65
Bin Charges	5,060	3,240
Lease Charges	633	663
Hire and Rental Charges	1,558	1,355
Other Fees and Charges	6,000	4,489
Total User Fees	**34,907**	**31,436**
User fees by timing of revenue recognition		
User fees recognised over time	70	131
User fees recognised at a point in time	34,837	31,305
Total User Fees	**34,907**	**31,436**

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

NOTE 3 Funding for the delivery of our services (cont.)

	2026	2025
	$'000	$'000
3.4 Funding from other levels of government		
Summary of grants		
Grants were received in respect of the following:		
Commonwealth funded grants	20,983	21,688
State funded grants	15,508	21,704
Total grants received	**36,491**	**43,392**
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants	9,546	10,421
Family and Children	1,528	1,534
General Home Care	8,619	8,201
Recurrent - State Government		
Family and Children	715	709
Maternal & child health	1,825	2,076
Libraries	1,325	1,320
Youth Services	50	101
School crossing supervisors	775	752
Other	208	126
Total recurrent operating grants	**24,591**	**25,240**
Non - Recurrent - State Government		
Community	13	371
Family and Children	162	196
Youth services	129	237
Other	188	573
Total non-recurrent operating grants	**492**	**1,377**
Total operating grants	**25,083**	**26,617**

NOTE 3 Funding for the delivery of our services (cont.)

	2026	2025
	$'000	$'000
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	1,290	1,048
Recurrent - State Government		
Libraries	22	22
Total recurrent capital grants	**1,312**	**1,070**
Non - Recurrent - Commonwealth Government		
Local Roads and Community Infrastructure (LRCI)	-	484
Non - Recurrent - State Government		
Buildings & Building improvements	4,110	10,246
Footpaths & Cycleway	1,402	324
Recreational & Leisure and community facilities	2,971	3,609
Roads	1,069	931
Other	544	111
Total non recurrent capital grants	**10,096**	**15,705**
Total capital grants	**11,408**	**16,775**
Total Grants	**36,491**	**43,392**

(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.
  Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 Income for Not-for-Profit Entities.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of unspent grants.

NOTE 3 Funding for the delivery of our services (cont.)

	2026	2025
	$'000	$'000
(d) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	413	914
Received during the financial year and remained unspent at balance date	462	413
Received in prior years and spent during the financial year	(413)	(914)
Balance at year end	**462**	**413**
Capital		
Balance at start of year	926	2,720
Received during the financial year and remained unspent at balance date	462	926
Received in prior years and spent during the financial year	(926)	(2,720)
Balance at year end	**462**	**926**

Unspent grants are determined and disclosed on a cash basis.

	2026	2025
	$'000	$'000
3.5 Contributions		
Monetary	11,746	6,196
Non-monetary	4,560	3,210
Total Contributions	**16,306**	**9,406**
Contributions of non monetary assets were received in relation to the following asset classes.		
Land	4,230	-
Building	-	3,090
Other	330	120
Total Non-Monetary Contributions	**4,560**	**3,210**

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

NOTE 3 Funding for the delivery of our services (cont.)

	2026	2025
	$'000	$'000
3.6 Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant and Equipment		
Land & Buildings		
Proceeds from Sale of Assets	53,803	53,129
Impairment Loss	-	(308)
Written Down Value of Assets Disposed	(44,059)	(25,759)
Gain on Disposal of Land & Buildings	9,744	27,062
Plant & Equipment		
Proceeds from Sale of Assets	881	1,274
Written Down Value of Assets Disposed	(117)	(500)
Gain on Disposal of Plant & Equipment	764	774
Infrastructure		
Written Down Value of Assets Disposed	(653)	-
Loss on Disposal of Infrastructure and Plant & Equipment	(653)	-
Total		
Proceeds from Sale of Assets	54,684	54,403
Impairment Loss	-	(308)
Written Down Value of Assets Disposed	(44,829)	(26,259)
Total Net Gain on Disposal of Property, Infrastructure, Plant and Equipment	**9,855**	**27,836**

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

3.7 Other Income		
Interest	3,336	1,839
Other Income	4,244	2,541
Total Other Income	**7,580**	**4,380**

Interest is recognised 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 Statements
For the Year Ended 30 June 2026

NOTE 4 The cost of delivering services

	2026	2025
	$'000	$'000
4.1 (a) Employee Costs		
Salaries & Wages	84,479	79,801
Work cover	1,886	1,826
Casual staff	8,777	9,027
Superannuation	10,944	9,946
Fringe Benefits Tax	375	329
Long Service Leave	2,581	3,178
Other Employee Related costs	814	1,059
	109,856	**105,166**
Less: Amounts capitalised (non-current assets constructed by Council)	(5,137)	(5,012)
Total Employee Costs	**104,719**	**100,154**

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	**241**	**299**
	241	**299**
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,037	3,916
Employer contributions - Australian Super	1,366	1,282
Employer contributions - Hesta Super	728	690
Employer contributions - Hostplus	789	703
Employer contributions - Rest Super	644	560
Employer contributions - Aware Super Future Saver	440	465
Employer contributions - UniSuper	250	210
Employer contributions - Australian Retirement Trust Super Savings	240	225
Employer contributions - CareSuper	201	180
Employer contributions - Other	1,750	1,204
	10,445	**9,435**
Employer contributions at payable date	258	212

Contributions made exclude amounts accrued at balance date.
Refer to note 9.3 for further information relating to Council's superannuation obligations.

NOTE 4 The cost of delivering services (cont.)

	2026	2025
	$'000	$'000
4.2 Materials and Services		
Waste Management Services	25,589	24,953
Building Maintenance	8,381	8,517
General Maintenance	12,544	14,755
Local Law Services	6,845	6,857
Fleet Management	1,090	960
Legal costs	3,961	1,882
General Administration Costs	10,422	9,613
Consultants	1,654	2,180
Utilities	5,058	5,073
Insurance	4,007	3,174
Information Technology	9,037	7,851
Bad and doubtful debts	6	(19)
Other	5,069	3,166
Total Materials and Services	**93,662**	**88,962**

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation		
Buildings	8,328	8,433
Plant and Equipment	4,075	5,454
Infrastructure	24,137	23,001
Total Depreciation	**36,540**	**36,888**

4.4 Amortisation - Intangible assets		
Software	2,686	2,945
Total Amortisation - Intangible assets	**2,686**	**2,945**

4.5 Depreciation - Right of use assets		
Property	443	443
Gym Equipment	219	209
Waste Contract- Vehicles	736	736
Printers	119	119
Total Depreciation - Right of use assets	**1,517**	**1,507**

NOTE 4 The cost of delivering services (cont.)

	2026	2025
	$'000	$'000
4.6 Finance Costs - Leases		
Interest - Lease Liabilities	154	140
Total Finance Costs	**154**	**140**
4.7 Other Expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	79	75
Auditor's Remuneration - Internal Audit	135	162
Councillor Allowances	598	546
Total Other Expenses	**812**	**783**
4.8 Allowance for impairment losses		
Parking fine debtors	1,677	1,754
Sundry debtors	(1)	(21)
Total allowance for impairment losses	**1,676**	**1,733**
Movement in allowance for impairment losses in respect of debtors		
Balance at the beginning of the year	15,840	14,107
New allowances recognised during the year	1,999	2,010
Amounts already allowed for and written off as uncollectible	(70)	(44)
Amounts allowed for but recovered during the year	(253)	(233)
Balance at the end of year	**17,516**	**15,840**

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

Notes to the Financial Statements
For the Year Ended 30 June 2026

NOTE 5 Investing in and financing our operations

	2026	2025
	$'000	$'000
5.1 Financial Assets		
(a) Cash and Cash Equivalents		
Cash at bank	3,992	4,059
Cash on hand	16	16
Short term deposits (with a maturity date of 90 Days or less)	19,000	40,000
Total cash and cash equivalents	**23,008**	**44,075**
(b) Other Financial Assets		
Term deposits - Current	75,000	-
Other	69	69
Total other financial assets	**75,069**	**69**
Total cash and cash equivalents and other financial assets	**98,077**	**44,144**

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

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

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

(c) Trade and Other Receivables		
Current		
Statutory Receivables		
Rates Receivable	10,645	9,136
Parking Infringements	20,041	18,245
Allowance for expected credit loss -infringements	(17,459)	(15,784)
Net GST Receivable	1,713	1,705
	14,940	**13,302**
Non- Statutory Receivables		
Sundry debtors	1,782	1,650
Allowance for expected credit loss - Sundry Debtors	(57)	(56)
	1,725	**1,594**
Total trade and other receivables	**16,665**	**14,896**

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

NOTE 5 Investing in and financing our operations (cont.)

	2026	2025
	$'000	$'000
(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)	994	1,522
Past due by up to 30 days	55	29
Past due between 31 and 180 days	733	99
Total trade & other receivables	**1,782**	**1,650**

(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of $1.8M (2025: $1.7M) were impaired. The amount of the allowance raised against these debtors was $0.06M (2025: $0.06M). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:		
Past due by up to 30 days	1,356	1,152
Past due between 31 and 180 days	1,109	1,056
Past due between 181 and 365 days	1,492	1,198
Past due by more than 1 year	13,559	12,434
	17,516	**15,840**

NOTE 5 Investing in and financing our operations (cont.)

	2026	2025
	$'000	$'000
5.2 Non-Financial Assets		
(a) Other Assets		
Accrued Income	3,697	2,386
Prepayments	3,491	2,864
Other	206	186
Total Other Assets	**7,394**	**5,436**
(b) Intangible Assets	**Software**	
Gross carrying amount	**$'00**	
Balance at 1 July 2025	26,790	
Additions	401	
Reclassification *	612	
	27,803	
Work in Progress	906	
Balance at 30 June 2026	**28,709**	
Accumulated amortisation		
Balance at 1 July 2025	(15,432)	
Amortisation expense	(2,686)	
Balance at 30 June 2026	**(18,118)**	
Net book value at 30 June 2025	**11,358**	
Net book value at 30 June 2026	**10,591**	

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

* The reclassification balance reflects the capitalisation of eligible software and digital system costs that were initially recorded in other categories during project delivery. Upon completion, these costs were transferred to Intangible Assets to align with their final asset classification.

NOTE 5 Investing in and financing our operations (cont.)

	2026	2025
	$'000	$'000
5.3 Payables, trust funds and deposits and contract and other liabilities		
(a) Trade and Other Payables		
Current		
Non-statutory Payables		
Operating Payables	11,824	11,920
Capital Payables	11,598	9,490
Employee Costs	2,607	2,091
Parking Infringements	1,660	1,660
Total Current Trade and Other Payables	**27,689**	**25,161**
(b) Trust Funds and Deposits		
Current		
Refundable Deposits	19,638	19,917
Retention Amounts	260	192
Emergency Services and Volunteers Fund	895	837
Other Refundable Deposits	31	93
Total Current Trust Funds and Deposits	**20,824**	**21,039**
(c) Contract and other liabilities		
Current		
Grants received in advance - operating	462	413
Grants received in advance - capital	26	453
Rates Paid in Advance	1,597	1,666
Other	440	100
Total contract liabilities	**2,525**	**2,632**
Other liabilities		
Current		
Deferred capital grants	2,279	700
Total other liabilities	**2,279**	**700**
Total contract and other liabilities	**4,804**	**3,332**

Trust funds and deposits
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.

Contract liabilities
Contract liabilities reflect consideration received in advance from customers in respect of the below. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.4(c).

NOTE 5 Investing in and financing our operations (cont.)

Purpose and nature of items

Emergency Services and Volunteers Fund - Council is the collection agent for Emergency Services and Volunteers Fund on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

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

	Annual leave	Long service leave	Total
	$ '000	$ '000	$ '000
5.4 Provisions			
2026			
Balance at beginning of the financial year	(8,274)	(15,251)	(23,525)
Additional provisions	(6,987)	(2,728)	(9,715)
Amounts used	6,892	2,371	9,263
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(326)	(97)	(423)
Balance at the end of the financial year	**(8,695)**	**(15,705)**	**(24,400)**
2025			
Balance at beginning of the financial year	(8,079)	(13,507)	(21,586)
Additional provisions	(6,810)	(2,913)	(9,723)
Amounts used	6,909	1,981	8,890
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(294)	(812)	(1,106)
Balance at the end of the financial year	**(8,274)**	**(15,251)**	**(23,525)**

NOTE 5 Investing in and financing our operations (cont.)

	2026	2025
	$'000	$'000
5.4 Provisions (cont.)		
(a) Employee Provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	6,294	5,865
Long service leave	2,268	2,109
	8,562	**7,974**
Current provisions expected to be wholly settled after 12 months		
Annual leave	2,401	2,409
Long service leave	11,054	10,810
	13,455	**13,219**
Total Current Employee Provisions	**22,017**	**21,193**
Non-Current		
Long service leave	2,383	2,332
Total non-current employee provisions	**2,383**	**2,332**
Aggregate carrying amount of employee provisions:		
Current	22,017	21,193
Non-Current	2,383	2,332
Total aggregate carrying amount of employee provisions	**24,400**	**23,525**

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

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

» nominal value if the Council expects to wholly settle the liability within 12 months

» present value if the Council does not expect to wholly settle within 12 months.

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

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

NOTE 5 Investing in and financing our operations (cont.)

	2026	2025
	$'000	$'000
Key assumptions:		
Increase in costs	3.00%	3.00%
Weighted average discount rates	4.74%	4.20%
Settlement period range	2-5 Years	2-5 Years
5.5 Financing Arrangements		
The Council has the following funding arrangements as at 30 June 2026		
Credit card facilities	100	100
Transaction Negotiation Authority (TNA)	21,500	21,500
Total facilities	**21,600**	**21,600**
Unused facilities Credit Cards	87	17
Unused facilities Transaction Negotiation Authority (TNA)	21,500	21,500
Total facilities	**21,587**	**21,517**

TNA: Limit of the Direct Entries files to corporate online

NOTE 5 Investing in and financing our operations (cont.)

5.6 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

	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
2026					
Operating					
Cleaning Services	2,616	2,799	-	-	5,415
Domestic Waste Collection	29,480	6,460	21,385	-	57,325
Other Operating Services	8,253	5,154	2,308	-	15,715
Printing & IT Infrastructure	9,471	3,417	3,151	5	16,043
Recycling	1,660	1,743	1,831	-	5,234
Repairs & Maintenance	1,809	552	-	-	2,361
Supply Meals/Foodstuffs	-	-	-	-	-
Traffic & Parking Management	4,123	4,288	-	-	8,411
Utilities & Fuel	1,523	1,523	4,568	-	7,614
Total Operating	**58,935**	**25,937**	**33,242**	**5**	**118,119**
Capital					
Buildings	1,748	-	-	-	1,748
Infrastructure	1,394	-	-	-	1,394
Roads	1,862	-	-	-	1,862
Total Capital	**5,004**	**-**	**-**	**-**	**5,004**

NOTE 5 Investing in and financing our operations (cont.)

	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
2025					
Operating					
Cleaning Services	3,495	37	37	-	3,569
Domestic Waste Collection	28,187	29,380	20,366	7,479	85,412
Other Operating Services	9,279	1,604	2,250	-	13,134
Printing & IT Infrastructure	6,896	1,989	2,860	-	11,745
Recycling	1,631	1,660	3,574	-	6,866
Repairs & Maintenance	2,142	1,179	264	-	3,585
Supply Meals/Foodstuffs	801	-	-	-	801
Traffic & Parking Management	3,895	3,959	4,024	-	11,878
Utilities & Fuel	1,523	1,523	4,568	1,523	9,136
Total Operating	**57,849**	**41,332**	**37,943**	**9,001**	**146,125**
Capital					
Buildings	4,928	1,558	-	-	6,485
Infrastructure	2,347	-	-	-	2,347
Roads	5,434	-	-	-	5,434
Total Capital	**12,708**	**1,558**	**-**	**-**	**14,266**

NOTE 5 Investing in and financing our operations (cont.)

5.7 Leases

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

» The contract involves the use of an identified asset.

» The Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and

» The Council has the right to direct the use of the asset.

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

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

» any lease payments made at or before the commencement date less any lease incentives received; plus

» any initial direct costs incurred; and

» an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

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

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

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

» Fixed payments

» Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;

» Amounts expected to be payable under a residual value guarantee; and

» The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

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

Under AASB 16 Leases, Council as a not-for-profit entity has elected not to measure right-of-use asset at initial recognition at fair value in respect of leases that have significantly below-market terms.

NOTE 5 Investing in and financing our operations (cont.)

5.7 Leases (cont.)

Right-of-Use Assets	Property	Waste Contract - Vehicles	Gym Equipment	Printers	Total
	$'000	$'000	$'000	$'000	$'000
Balance at 1 July 2025	1,035	2,760	915	427	5,137
Additions	-	-	205	-	205
Depreciation charge	(443)	(736)	(219)	(119)	(1,517)
Balance at 30 June 2026	**592**	**2,024**	**901**	**308**	**3,825**

	2026	2025
	$'000	$'000
Lease Liabilities		
Maturity analysis - contractual undiscounted cash flows		
Less than one year	1,690	1,594
One to five years	2,591	4,133
Total undiscounted lease liabilities as at 30 June:	**4,281**	**5,727**
Lease liabilities included in the Balance Sheet at 30 June:		
Current	1,616	1,483
Non-current	2,511	3,959
Total lease liabilities	**4,127**	**5,442**

Notes to the Financial Statements
For the Year Ended 30 June 2026

NOTE 6 Assets we manage

6.1 Non Current Assets Classified As Held For Sale

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

	2026	2025
	$'000	$'000
Balance at 1 July 2025	41,952	30,315
Additions*	1,682	36,687
Disposal	(40,729)	(25,050)
Total Non Current Assets Classified As Held For Sale	**2,905**	**41,952**

*The $1.68 million addition to land held for sale resulted from a correction to the area of a parcel of land classified as held for resale in 2024-25.

6.2 Property, Infrastructure, Plant and Equipment

Summary of Property, Infrastructure, Plant and Equipment

Category	Carrying amount 30 June 2025	Additions	Contributions	Revaluation	Depreciation	Disposal	Transfers In/out	Adjustments and Write-off	Carrying amount 30 June 2026
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Land	2,569,197	-	4,230	107,912	-	-	-	(1,682)	2,679,657
Buildings	407,898	-	-	17,802	(8,328)	(3,329)	31,238	(2,887)	442,394
Plant and Equipment	17,896	-	-	-	(4,075)	(118)	5,923	-	19,626
Art Works	9,799	-	333	-	-	-	34	-	10,166
Infrastructure	1,013,197	-	-	(17,504)	(24,137)	(653)	41,099	2,887	1,014,889
Work in progress	34,675	67,370	-	-	-	-	(78,294)	(3,267)	20,484
Total	**4,052,662**	**67,370**	**4,563**	**108,210**	**(36,540)**	**(4,100)**	**-**	**(4,949)**	**4,187,216**

Summary of Work in Progress

Category	Opening WIP 30 June 2025	Additions	Transfer to Operating	Transfers Out	Closing WIP 30 June 2026
	$'000	$'000	$'000	$'000	$'000
Buildings	23,048	15,938	(8)	(31,238)	7,740
Plant and Equipment	1,913	11,973	(138)	(5,957)	7,791
Infrastructure	9,714	39,459	(3,121)	(41,099)	4,953
Total	**34,675**	**67,370**	**(3,267)**	**(78,294)**	**20,484**

NOTE 6 Assets we manage (cont.)

6.2 Property, Infrastructure, Plant and Equipment (cont.)

(a) Property	Land - specialised	Land - non specialised	Land under roads	Total land	Buildings - specialised	Work in progress	Total property
	$'000	$'000	$'000	$'000	$'000	$'000	$'000
At fair value 1 July 2025	1,943,369	623,176	2,652	2,569,197	692,321	23,048	3,284,566
Accumulated depreciation at 1 July 2025	-	-	-	-	(284,423)	-	(284,423)
	1,943,369	**623,176**	**2,652**	**2,569,197**	**407,898**	**23,048**	**3,000,143**
Movements in fair value							
Acquisition of assets at fair value	-	-	-	-	-	15,938	15,938
Revaluation increment	81,126	25,392	1,394	107,912	59,718	-	167,630
Fair value of assets disposed	-	-	-	-	(18,187)	-	(18,187)
Transfers to Properties for resale	(1,682)	-	-	(1,682)	-		(1,682)
Transfers to Operating *	-	-	-	-	-	(8)	(8)
Asset Reclassifications	-	-	-	-	(7,561)	-	(7,561)
Asset Contributions	4,230	-	-	4,230	-	-	4,230
Transfer to/(from) WIP	-	-	-	-	31,238	(31,238)	-
	83,674	**25,392**	**1,394**	**110,460**	**65,208**	**(15,308)**	**160,360**
Movements in accumulated depreciation							
Depreciation and amortisation	-	-	-	-	(8,328)	-	(8,328)
Revaluation movement	-	-	-	-	(41,916)	-	(41,916)
Asset Reclassifications	-	-	-	-	4,674	-	4,674
Accumulated depreciation of disposals	-	-	-	-	14,858	-	14,858
	-	**-**	**-**	**-**	**(30,712)**	**-**	**(30,712)**
At fair value 30 June 2026	2,027,043	648,568	4,046	2,679,657	757,529	7,740	3,444,926
Accumulated depreciation at 30 June 2026	-	-	-	-	(315,135)	-	(315,135)
Carrying amount	**2,027,043**	**648,568**	**4,046**	**2,679,657**	**442,394**	**7,740**	**3,129,791**

* This amount has been recognised as an operating expense, consistent with the nature of the underlying transaction and its accounting treatment in the financial statements.

NOTE 6 Assets we manage (cont.)

6.2 Property, Infrastructure, Plant and Equipment (cont.)

(b) Plant and Equipment (At Cost)	Plant machinery and equipment	Fixtures fittings and furniture	Computer Equipment	Library books	Work in progress	Total plant and equipment
	$'000	$'000	$'000	$'000	$'000	$'000
At Cost 1 July 2025	35,650	11,990	7,483	4,693	1,913	61,729
Accumulated depreciation at 1 July 2025	(23,667)	(10,440)	(6,522)	(1,291)	-	(41,920)
	11,983	**1,550**	**961**	**3,402**	**1,913**	**19,809**
Movements in carrying value						
Acquisition of assets at Cost	-	-	-	-	11,939	11,939
Assets disposed at Cost	(1,152)	-	-	-	-	(1,152)
Transfers to operating *	-	-	-	-	(138)	(138)
Transfer to/(from) WIP	2,519	477	1,573	1,354	(5,923)	-
	1,367	**477**	**1,573**	**1,354**	**5,878**	**10,649**
Movements in accumulated depreciation						
Depreciation and amortisation	(2,166)	(442)	(585)	(882)	-	(4,075)
Accumulated depreciation of disposals	1,034	-	-	-	-	1,034
	(1,132)	**(442)**	**(585)**	**(882)**	**-**	**(3,041)**
At cost 30 June 2026	37,017	12,467	9,056	6,047	7,791	72,378
Accumulated depreciation at 30 June 2026	(24,799)	(10,882)	(7,107)	(2,173)	-	(44,961)
Carrying amount	**12,218**	**1,585**	**1,949**	**3,874**	**7,791**	**27,417**

* This amount has been recognised as an operating expense, consistent with the nature of the underlying transaction and its accounting treatment in the financial statements.

Art Works (At Fair Value)	Art Works	Total Art Works
	$'000	$'000
At fair value 1 July 2025	9,799	9,799
	9,799	**9,799**
Movements in fair value		
Contributions	333	333
Acqusistion at fair value	34	34
	367	**367**
At fair value 30 June 2026	10,166	10,166
Carrying amount	**10,166**	**10,166**

NOTE 6 Assets we manage (cont.)

6.2 Property, Infrastructure, Plant and Equipment (cont.)

(c) Infrastructure	Roads	Bridges	Footpaths & Cycleways	Drainage	Recreational, leisure and community	Traffic management
	$'000	$'000	$'000	$'000	$'000	$'000
At fair value 1 July 2025	817,570	6,689	294,442	657,819	84,787	14,021
Accumulated depreciation at 1 July 2025	(349,556)	(2,620)	(196,199)	(322,047)	(25,265)	(6,794)
	468,014	**4,069**	**98,243**	**335,772**	**59,522**	**7,227**
Movements in fair value						
Acquisition of assets	-	-	-	-	-	-
Revaluation	-	-	-	(34,708)	-	-
Reclassification of assets	-	-	-	-	7,046	-
Fair value of assets disposed	(1,021)	-	(311)	-	-	-
Transfers to operating *	-	-	-	-	-	-
Transfer to/(from) WIP	12,632	346	9,419	2,570	10,538	3,195
	11,611	**346**	**9,108**	**(32,138)**	**17,584**	**3,195**
Movements in accumulated depreciation						
Depreciation and amortisation	(7,452)	(77)	(4,225)	(4,363)	(4,324)	(626)
Accumulated depreciation of disposals	466	-	213	-	-	-
Reclassification of assets	-	-	-	-	(4,574)	-
Revaluation movement	-	-	-	17,204	-	-
	(6,986)	**(77)**	**(4,012)**	**12,841**	**(8,898)**	**(626)**
At fair value 30 June 2026	829,181	7,035	303,550	625,681	102,371	17,216
Accumulated depreciation at 30 June 2026	(356,542)	(2,697)	(200,211)	(309,206)	(34,163)	(7,420)
Carrying amount	**472,639**	**4,338**	**103,339**	**316,475**	**68,208**	**9,796**

* This amount has been recognised as an operating expense, consistent with the nature of the underlying transaction and its accounting treatment in the financial statements.

NOTE 6 Assets we manage (cont.)

6.2 Property, Infrastructure, Plant and Equipment (cont.)

(c) Infrastructure	Parks open spaces and streetscapes	Bicycle paths	Off street car parks	Other infrastructure	Work in progress	Total infrastructure
	$'000	$'000	$'000	$'000	$'000	$'000
At fair value 1 July 2025	61,792	12,501	17,024	9,342	9,714	1,985,701
Accumulated depreciation at 1 July 2025	(36,137)	(5,340)	(10,304)	(8,528)	-	(962,790)
	25,655	**7,161**	**6,720**	**814**	**9,714**	**1,022,911**
Movements in fair value						
Acquisition of assets	-	-	-	-	39,459	39,459
Revaluation	-	-	-	-	-	(34,708)
Reclassification of assets	-	-	515	-	-	7,561
Fair value of assets disposed	-	-	-	-	-	(1,332)
Transfers to operating *	-	-	-	-	(3,121)	(3,121)
Transfer to/(from) WIP	647	-	1,752	-	(41,099)	-
	647	**-**	**2,267**	**-**	**(4,761)**	**7,859**
Movements in accumulated depreciation						
Depreciation and amortisation	(2,028)	(380)	(501)	(161)	-	(24,137)
Accumulated depreciation of disposals	-	-	-	-	-	679
Reclassification of assets	-	-	(100)	-	-	(4,674)
Revaluation movement	-	-	-	-	-	17,204
	(2,028)	**(380)**	**(601)**	**(161)**	**-**	**(10,928)**
At fair value 30 June 2026	62,439	12,501	19,291	9,342	4,953	1,993,560
Accumulated depreciation at 30 June 2026	(38,165)	(5,720)	(10,905)	(8,689)	-	(973,718)
Carrying amount	**24,274**	**6,781**	**8,386**	**653**	**4,953**	**1,019,842**

* This amount has been recognised as an operating expense, consistent with the nature of the underlying transaction and its accounting treatment in the financial statements.

NOTE 6 Assets we manage (cont.)

6.2 Property, Infrastructure, Plant and Equipment (cont.)

(d) Acquisition

Initial measurement
Council initially measures its property, infrastructure, plant and equipment assets at cost. The cost of an acquired asset is the fair value of the consideration that Council has provided 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. Refer to Note 8.4 for more information on how Council measures fair value.

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's policy, the threshold limits detailed below have been applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition threshold and description periods	Depreciation Period	Threshold Limit $
Land and Buildings		
» Land	Indefinite	1
» Land under roads	Indefinite	1
» Buildings	25 - 250 Years	1
Plant Machinery & Equipment	2 - 20 Years	1,000
Furniture, Fittings and Office Equipments	2 - 10 Years	1,000
Art work	Indefinite	1
Plant and Equipment		
» Computer equipment	3 - 7 Years	1
» Library books	2 - 7 Years	1
Infrastructure		
» Roads	25 - 150 Years	1,000
» Footpaths and cycleways	10-80 Years	1,000
» Bridges	50 - 100 Years	1,000
» Drainage	100 -125 Years	1,000
» Recreational leisure & community	10 - 100 Years	1,000
» Parks, open spaces & streetscape	10 - 100 Years	1,000
» Bicycle paths	30 Years	1,000
» Off street car parks	25 - 40 Years	1,000
» Traffic Management	20 - 25 Years	1,000
» Other infrastructure	10 - 50 Years	1,000
Intangible assets	3 - 15 Years	1,000
Right of Use Assets	2 - 10 Years	10,000

NOTE 6 Assets we manage (cont.)

(e) Land under roads

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

(f) Repairs and Maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced assets are expensed.

(g) Depreciation and amortisation of Property, Infrastructure, Plant and Equipment, Infrastructure

Buildings, land improvements, plant and equipment, infrastructure and other assets having limited useful lives and are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent to prior year unless otherwise stated. The Drainage for which the useful life threshold was revised from 100 to 125 years following the conditional valuation process.

NOTE 6 Assets we manage (cont.)

6.2 Property, Infrastructure, Plant and Equipment (cont.)

(h) Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer Sarah Morrissy (CPV, AAPI Membership No : 62894) of Westlink Consulting.

The valuation of land and buildings is at fair value, being 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. Where land use is not restricted, highest and best use is assumed to be current use, except where the land is held for sale, or highly likely to be used for an alternative purpose within 12 months of the reporting date.

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.

The date and type of the current valuation is detailed in the following table. A full revaluation of these assets was conducted in 2025-26 and the next full revaluation will be conducted in 2028-29. The most recent previous full revaluation of these classes of land and building assets were undertaken by a qualified independent valuer Sarah Morrissy (CPV, AAPI Membership No:62894) of Westlink Consulting. in June 2026.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2026 are as follows:

Council	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
	$'000	$'000	$'000		
Non-Specialised Land	-	648,568	-	30-Jun-26	Full
Specialised Land	-	-	2,031,089	30-Jun-26	Full
Specialised buildings	-	-	442,394	30-Jun-26	Full
Total	**-**	**648,568**	**2,473,483**		

Reconciliation of specialised land	2026	2025
Council	$'000	$'000
Land under roads	4,046	2,652
Parks and reserves and other	2,027,043	1,943,369
Total specialised land	**2,031,089**	**1,946,021**

NOTE 6 Assets we manage (cont.)

(i) Valuation of Infrastructure

Valuation of Infrastructure assets (Roads, Bridges, Footpaths and Cycleways and Drainage) is in accordance with a valuation undertaken by the Strategic Asset Management Coordinator, Sanjog Baral - Bachelor of Engineering (Civil).

The date and basis of the current valuation are set out in the following table. An index-based revaluation was undertaken in 2024/25, with reference to contracts awarded in 2025 and the Victorian Road and Bridge Construction Price Index. A full revaluation of these assets is scheduled for 2026/27. Drainage assets were last subject to a full valuation in 2025/26, together with a condition assessment.

Our valuer completed a full drainage revaluation in June 2026, using data from a sample of drainage inspections carried out throughout the municipality. The next full drainage revaluation will be undertaken in 2030.

The valuation is at fair value based on replacement cost less accumulated depreciation as at date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2026 are as follows:

Council	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
	$'000	$'000	$'000		
Roads	-	-	472,639	30-Jun-25	Index
Bridges	-	-	4,338	30-Jun-25	Index
Footpaths & Cycleways	-	-	103,339	30-Jun-25	Index
Drainage	-	-	316,475	30-Jun-26	Full
Total	**-**	**-**	**896,791**		

Description of significant unobservable inputs into level 3 valuations

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 10% 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 $47 and $6,886 per square metre.

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 $775 to $5,978 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 25 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.

Infrastructure assets (Roads, Bridges, Footpaths and Cycleways and Drainage) 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.

NOTE 6 Assets we manage (cont.)

6.3 Investments in Joint Arrangements

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) was contracted to purchase a 16.8% interest in the landfill site situated at 654 – 718 Clayton Road, Clayton South from the former City of Camberwell at a cost of $0.84M.

Whilst the site was closed in December 2015, City of Camberwell 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 South Landfill Joint Arrangement. Council's share of net operating loss for the year ended 30 June 2026 was $0.082M (2025 profit of $1.16M), which has been recognised as a loss in the Comprehensive Income Statement.

The value of the joint investment in the Clayton South Landfill has been revalued at year end to reflect Council's share of net assets recorded in the unaudited accounts of the Joint operation at 30 June 2026 and is included in the Balance Sheet as follows:

REGIONAL LANDFILL CLAYTON SOUTH JOINT OPERATION Balance Sheet as at 30 June 2026	2026	2025
	$'000	$'000
Current Assets	705	1,702
Current Liabilities	(1,221)	(1,255)
Net Current Assets	(516)	447
Non-Current Liabilities	(12,692)	(13,166)
Net Liability	**(13,208)**	**(12,719)**
Contribution-Re Land	1,659	1,659
Retained earnings	(14,867)	(14,378)
Deficit	**(13,208)**	**(12,719)**
Share of Monash City Council (16.8%)		
Movements		
Share in Joint Operation Equity as at 1 July	(2,137)	(3,292)
Share of net (loss)/ profit of joint operation	(82)	1,155
Share in Joint Operation Equity as at 30 June 2026	**(2,219)**	**(2,137)**
Represented in Council's Balance Sheet - Equity		
Non - Current Assets - Investment in Joint arrangement accounted for using the equity method	98	260
Non-Current Liability - Investment in Joint arrangement accounted for using the equity method	(2,317)	(2,397)
Net Liability	**(2,219)**	**(2,137)**

NOTE 6 Assets we manage (cont.)

Provision for Environmental Rehabilitation

At the reporting date the Joint Venture recognised a provision for rehabilitation works which is measured at the present value of the Joint Venturers' best estimate of the costs associated with remediation of the site. Remediation is expected to be completed by 2050. The landfill in its current state, is not yet "settled".

The calculation of the provision is based on a review of the annual and planned equipment replacement and aftercare costs of the site. These costs have been inflated at 3.48% per year. The long-term liability has also been discounted to its present value using the Group 100 discount rate forecasts, which are derived from Australian corporate bond yields. The prior period provision balance was inflated using a rate of 2.85%, due to instability of prior period CPI figures. Inflationary factors are considered relatively stable in the current period and as such a reduced rate has been applied. As a result of the updated inflation and discount rates, the provision balance has decreased by $163,902.

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.

A review has been undertaken during the 2020-21 financial year and as at August 2022 by James Mackenzie of Mackenzie Environmental Pty Ltd on estimates of future costs to operate the closed landfill site in accordance with the Environment Protection Act 2017 (the Act). The increase in provision relates to the expected post closure maintenance period costs. The provision is based on the best information available to management at year-end. This indicates aftercare costs of approximately $1.1 million annually.

The major works remaining before the landfill settles is the gas infrastructure.

Events Occurring After Balance Date

The five member councils — City of Monash, City of Boroondara, City of Stonnington, City of Whitehorse and City of Glen Eira — entered into a contract for the sale of the Clayton South Regional Landfill site to the Suburban Rail Loop Authority for consideration of $1. Settlement is scheduled for 21 October 2026 and remains subject to specified conditions precedent, including the provision of a pre-settlement environmental condition report and satisfaction of related contractual requirements.

Under the sale arrangement executed on 23 June 2026, responsibility for the closed landfill site, including ongoing rehabilitation, aftercare and environmental management obligations, is expected to transfer to the purchaser upon settlement. However, the agreement contains indemnity, release, and liability cap provisions that may give rise to continuing obligations for the Joint Venture in specified circumstances. At 30 June 2026, the Joint Venture is unable to reliably estimate any additional liability which may arise under these provisions.

NOTE 7 People and relationships

7.1 Council and Key Management Remuneration

(a) Related Parties

Parent entity
Monash City Council

Subsidiaries and Associates
Interests in Regional Landfill Clayton South Joint Operation is detailed in note 6.3.

(b) Key Management Personnel

Key Management Personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Monash City Council. The Councillors, Chief Executive Officer and Executive Directors are deemed KMP.

Details of KMP at any time during the year are:

	2026	2025
	No	No
Key Management Personnel - Councillors		
From 1 July 2025 to 30 June 2026		
Councillor Paul Klisaris (Mayor July 25 - 11 Nov 25)	1	1
Councillor Stuart James (Mayor 11 Nov 25 - Jun 26)	1	1
Councillor Shane McCluskey*	1	1
Councillor Josh Fergeus*	1	1
Councillor Brian Little (Deputy Mayor July 25 - 11 Nov 25)	1	1
Councillor Geoff Lake*	1	1
Councillor Theo Zographos (1 July to 26 Oct 2024)	-	1
Councillor Rebecca Paterson*	1	1
Councillor Anjalee De Silva*	1	1
Councillor Elisha Lee (Deputy Mayor 11 Nov 25 - Jun 26)	1	1
Councillor Cameron Little	1	1
Councillor Nicky Luo *	1	1
Councillor Tina Samardzija (1 July - 26 October 2024)	-	1
Total Number of Councillors	**11**	**13**

* These Councillors held this position until 26th October 2024 and re-elected on 12th November 2024.

NOTE 7 People and relationships (cont.)

(b) Key Management Personnel (cont.)

	2026	2025
	No	No
Key Management Personnel - Officers		
Andi Diamond (Chief Executive Officer)	1	1
Simone Wickes(Director Corporate Services)	1	1
Russell Hopkins (Director Community Services) (left 4th July 25)*	1	1
Tanya Scicluna (Director Community Services)	1	1
Peter Panagakos (Director City Development)	1	1
Jarrod Doake (Director City Services)	1	1
Joanne Robertson (Executive Manager, Communications) (left 2nd July 25)*	1	1
Imogen Kelly (Exec Manager Communications, Customer Experience, Facilities, Media & Communications)	1	1
Tracy Shoshan (Executive Manager - People and Safety) (left 14th February 2025)	-	1
Victoria Blackman (Executive Manager People and Safety)	1	1
Total of Chief Executive Officer and other Key Management Personnel	**9**	**10**
Total Number of Key Management Personnel	**20**	**23**

*During the 2025/26 financial year, two KMP officers ceased employment with Council shortly after the commencement of the financial year.

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, fringe benefit tax, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

Total remuneration of key management personnel was as follows:

	2026	2025
	$'000	$'000
Short-term employee benefits	2,786	2,628
Post-employement benefits	269	265
Other long-term employee benefits	197	10
Total	**3,252**	**2,903**

NOTE 7 People and relationships

(c) Remuneration of Key Management Personnel (cont.)

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

	2026	2025
	No.	No.
$9,000 - $9,999	-	2
$20,000 - $29,999	-	4
$30,000 - $39,999	1	6
$40,000 - $49,999	7	1
$50,000 - $59,999	1	-
$60,000 - $69,999	1	2
$70,000 - $79,999	1	-
$100,000 - $109,999	1	1
$140,000 - $149,999	1	-
$160,000 - $169,999	-	1
$210,000 - $219,999	-	-
$230,000 - $239,999	-	1
$270,000 - $279,999	1	-
$280,000 - $289,999	1	-
$310,000 - $319,999	-	1
$320,000 - $329,999	-	1
$330,000 - $339,999	1	2
$340,000 - $349,999	2	-
$360,000 - $369,999	1	-
$530,000 - $539,999	1	1
Total	**20**	**23**

(d) Remuneration of other senior staff

Other senior staff are Council officers, excluding Key Management Personnel (KMP), whose total remuneration exceeds $170,000 and who report directly to a member of KMP. Total remuneration comprises salaries, superannuation, annual leave, long service leave (including payouts), and fringe benefits tax (FBT).

	2026	2025
	$'000	$'000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	4,444	3,849
Other long-term employee benefits	141	87
Post-employment benefits	502	416
Total	**5,087**	**4,352**

NOTE 7 People and relationships (cont.)

(d) Remuneration of other senior staff (cont.)

The number of other senior staff are shown below in their relevant income bands:

	2026	2025
Income Range:	**No.**	**No.**
$170,000 - $179,999	-	1
$180,000 - $189,999	1	1
$190,000 - $199,999	-	2
$200,000 - $209,999	3	4
$210,000 - $219,999	2	2
$220,000 - $229,999	3	3
$230,000 - $239,999	6	3
$240,000 - $249,999	4	4
$250,000 - $259,999	2	-
$270,000 - $279,999	1	-
Total	**22**	**20**
	$'000	**$'000**
Total remuneration for the reporting year for other senior staff included above, amounted to:	5,087	4,352

7.2 Related Party Disclosure

(a) Transactions with related parties

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

(b) Outstanding balances with related parties

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

(c) Loans to/from related parties

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

(d) Commitments to/from related parties

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

NOTE 8 Managing uncertainties

8.1 Contingent Assets and Liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent Assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

Suburban Rail Loop Authority - Land Acquisitions

Council is entitled to proceeds arising from land transactions involving the Suburban Rail Loop Authority (SRLA). As at the reporting date, entitlement to, and the timing and amount of, any proceeds remain subject to the satisfaction of conditions by all parties. Accordingly, no asset has been recognised in the financial statements. The financial effect, if any, cannot be reliably measured at this time.

(b) Contingent Liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Landfill

In addition to providing for ongoing rehabilitation and remediation Council's own former landfill site which sites outside the City of Monash boundary that may incur liabilities. 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 sheet date Council is unable to accurately assess whether it is liable, validity of the claims or the financial implications of such works and as such, at this time, in each case is unable to accurately measure and recognise as a provision.

Legal Matters

The Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

NOTE 8 Managing uncertainties (cont.)

MAV Workcare

Council was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013 , there is a six-year liability period following the cessation of the Scheme (to 30 June 2027). During the liability period, adjustment payments may be required (or received). The determination of any adjustment payment is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria. Any adjustments, which are expected to occur at the 3-year and 6-year periods during the liability period will affect participating members. The assessment from WorkSafe Victoria at the 3-year period was a deficiency of $5.776 million payable to WorkSafe Victoria. This was due to evidence of higher-than-expected payments and higher claim lodgements during the first three years of the runoff period.

(c) Guarantees for Loans to Other Entities

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

8.2 Change in Accounting Standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2026 reporting period.

Council assesses the impact of these new standards. The Australian Accounting Standards Board (AASB) has issued AASB 18 *Presentation and Disclosure in Financial Statements*. When applicable AASB 18 supersedes AASB 101 *Presentation of Financial Statements*. AASB 18 aims to improve how entities communicate in their financial statements, with a focus on information about financial performance in the statement of profit or loss. It is expected to result in presentation and disclosure changes, primarily to Council's Comprehensive Income Statement. AASB 18 is expected to first apply to Council for the 2028-29 financial year.

Community Organisation	2026 Outstanding Loan Liability	Waverley Hockey Club Liability	Council Guarantee Limit	Year Loan Commenced	Year Loan End
Waverley Hockey Club	$219,502	$50,000	$200,000	2023/24	2038/39
	$219,502	**$50,000**	**$200,000**		

NOTE 8 Managing uncertainties (cont.)

8.3 Financial Instruments

(a) Objectives and Policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables) and payables (excluding statutory payables). Details of the material accounting policy information 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 the 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 the Council's 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. 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 rates.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 2020. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

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

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

(c) Credit Risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause the Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the Council balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council have a policy for establishing credit limits for the entities dealt with;
- Council may require collateral where appropriate; and
- Council only invest surplus funds with financial institutions which have a recognised credit rating specified in its 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 Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in note 8.1(b).

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

NOTE 8 Managing uncertainties (cont.)

(d) Liquidity Risk

Liquidity risk includes the risk that, as a result of the Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or 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; and
- 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 on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

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

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade.

Unless otherwise stated, the carrying amounts 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 +0.00% and -0.50% in market interest rates (AUD) from year-end rates of 4.35%.

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.

NOTE 8 Managing uncertainties (cont.)

8.4 Fair Value Measurement

Fair value hierarchy

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

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair Value Measurement aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards. For assets where Council adopts a current replacement cost approach to determine fair value, Council considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.

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

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

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

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

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

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

(h) Revaluation

Subsequent to the initial recognition of property and infrastructure assets (except for recreational leisure and community, park, open spaces and streetscape, bicycle paths, traffic management, off street car parks and other infrastructure), are measured at 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 (Roads, Bridges, Footpaths and Cycleways and Drainage) assets on a cycle of 2 years, except for art work which is 4 years. The valuations are performed either by appropriately experienced Council officers or independent experts engaged by Council.

Asset class	Revaluation frequency
Land	2 years
Buildings	2 years
Art Work	4 years
Roads	2 years
Bridges	2 years
Footpaths and cycleways	2 years
Drainage	2 years

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.

NOTE 8 Managing uncertainties (cont.)

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.

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 of disposal 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 income 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. The impairment policy above does not apply to Council's property, infrastructure, specialised buildings and other non-current physical assets subsequently measured at fair value. These are primarily non-cash generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity. Their recoverable amount is expected to be materially the same as fair value determined under AASB 13 Fair Value Measurement, with the consequence that AASB 136 Impairment of Assets does not apply to such assets that are regularly revalued.

Assessment of the impairment of assets has been undertaken as part of Monash internal work plan and the total amount of impairment write-downs in 2025/26 is nil and 2024/25 ($0.48M).

8.5 Events Occurring After Balance Date

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

NOTE 9 Other matters

9.1 Reserves

(a) Asset Revaluation Reserves	Balance at beginning of reporting period	Share of increase / (decrease) on revaluation	Amounts transferred to accumulated surplus	Transfers/ Write-off	Balance at end of reporting period
	$'000	$'000	$'000	$'000	$'000
2026					
Property					
Land	2,255,771	107,912	(38,093)		2,325,590
Buildings	156,139	17,802	(1,310)		172,631
Infrastructure					
Roads and Footpaths	255,764	-	(281)	-	255,483
Drainage	238,148	(17,504)	-	-	220,644
Other Infrastructure	8,851		-		8,851
Other					
Plant & Equipment	11	-	-	-	11
Library Books	250	-	-	-	250
Art Collection	2,922	-	-	-	2,922
Total Asset Revaluation Reserves	**2,917,856**	**108,210**	**(39,684)**	**-**	**2,986,382**
2025					
Property					
Land	2,273,774	5,186	(23,189)	-	2,255,771
Buildings	112,646	43,182	-	311	156,139
Infrastructure					-
Roads and Footpaths	138,794	116,970	-	-	255,764
Drainage	164,606	73,542	-	-	238,148
Other Infrastructure	9,196	(1,001)	-	656	8,851
Other					
Plant & Equipment	11	-	-	-	11
Library Books	250	-	-	-	250
Art Collection	2,922	-	-	-	2,922
Total Asset Revaluation Reserves	**2,702,199**	**237,879**	**(23,189)**	**967**	**2,917,856**

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

NOTE 9 Other matters (cont.)

9.1 Reserves (cont.)

(b) Statutory Reserve	Balance at beginning of reporting period $'000	Transfer from accumulated surplus $'000	Transfer to accumulated surplus $'000	Balance at end of reporting period $'000
2026				
Drainage Reserve	4,723	941	(922)	4,742
Parking Reserve	2,941	-	(2,941)	0
Public Open Space Reserve	2,875	7,801	(9,178)	1,498
Total Statutory Reserves	**10,539**	**8,742**	**(13,041)**	**6,240**
2025				
Drainage Reserve	4,048	791	(116)	4,723
Parking Reserve	4,333	909	(2,301)	2,941
Public Open Space Reserve	7,150	6,022	(10,297)	2,875
Total Statutory Reserves	**15,531**	**7,722**	**(12,714)**	**10,539**

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

The Parking Reserve had a nil balance at 30 June 2026. The relevant Council car parking schemes have been completed, and all associated developer contributions have been applied to the approved projects. Council therefore resolved that the reserve was no longer 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.

NOTE 9 Other matters (cont.)

9.1 Reserves (cont.)

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
(c) Discretionary Reserves	**$'000**	**$'000**	**$'000**	**$'000**
2026				
Development Reserve	3,704	-	-	3,704
Superannuation Reserve	5,500	-	(5,500)	-
Glen Waverley Civic Precinct Reserve	-	85,880	(7,958)	77,922
Land Acquisition Reserve	-	1,974	-	1,974
Total Discretionary Reserves	**9,204**	**87,854**	**(13,458)**	**83,600**
2025				
Development Reserve	3,704	-	-	3,704
Superannuation Reserve	5,500	-	-	5,500
Total Discretionary Reserves	**9,204**	**-**	**-**	**9,204**

Development Reserve

The Development Reserve is a discretionary reserve used to set aside funds for future capital works and upgrades in accordance with Council priorities.

Superannuation Reserve

The Superannuation Reserve had a nil balance at 30 June 2026. Council resolved that a separate reserve was no longer required because no further funding call was anticipated in relation to its defined benefit superannuation obligations.

Glen Waverley Civic Precinct Reserve

Council established the Glen Waverley Civic Precinct Reserve to set aside proceeds from the central car park sale and funds associated with the SRLA land acquisition. Expenditure for the Glen Waverley Civic project is funded by transfers (drawdowns) from this reserve in accordance with the relevant Council resolution at the end of each financial year, with all movements recorded through the reserve to ensure transparent tracking of project funding.

Land Acquisition Reserve

The Land Acquisition Reserve was established in accordance with a Council resolution to provide a dedicated funding source for future strategic land acquisitions. The reserve enables Council to separately identify and transparently account for funds set aside to acquire land that supports adopted strategies and future infrastructure, open space, community facilities and service-delivery priorities.

NOTE 9 Other matters (cont.)

9.2 Reconciliation of Cash Flows from Operating Activities to Surplus

	2026	2025
	$'000	$'000
Surplus for the year	39,435	51,952
Non-cash adjustments:		
Depreciation	36,540	36,888
Amortisation-Intangible Assets	2,686	2,945
Amortisation- Right Of Use Assets	1,517	1,507
Net (gain)/loss on disposal of Property, Infrastructure, Plant and Equipment	(9,855)	(27,836)
Non-monetary contributions	(4,560)	(3,210)
Capitalised Salaries (Note 4.1)	(5,136)	(5,012)
Share of (gain)/ loss from Clayton Joint Venture	82	(1,155)
Change in operating assets and liabilities:		
(Increase)/Decrease in trade and other receivables	(1,612)	7,114
(Increase)/Decrease in Prepayments	(627)	(1,963)
(Increase)/Decrease in Other Assets	(1,329)	(189)
Increase/(Decrease) in Trust Funds and Deposits	(216)	2,849
Increase/(Decrease) in Contracts and other liabilities	1,328	(1,852)
Increase/(Decrease) in trade and other payables	2,528	(4,019)
Increase/(Decrease) in Current Provisions	824	1,538
Increase/(Decrease) in Non Current Provisions	51	401
Net cash provided by operating activities	**61,656**	**59,958**

NOTE 9 Other matters (cont.)

9.3 Superannuation

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

Accumulation

The Fund's accumulation category, Vision MySuper/ Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2026, this was 12% as required under Superannuation Guarantee (SG) legislation (2025: 11.5%)).

Defined Benefit

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

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of 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 Employee Benefits.

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 2025, 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 as at 30 June 2025 (of which Council is a contributing employer) was 110.5%. The financial assumptions used to calculate the VBI were:

- Net investment returns 5.7% pa
- Salary information 3.5% pa
- Price inflation (CPI) 2.6% pa

As at 30 June 2026, a triennial actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2026. The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2025 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

(a) Regular contributions

On the basis of the results of the 2025 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 2026, this rate was 12% of members' salaries (11.5% in 2024/25). This rate is expected to increase in line with any increases in the SG contribution rate.

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

NOTE 9 Other matters (cont.)

(b) 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 98% from 26 July 2024 (previously 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.

NOTE 9 Other matters (cont.)

9.3 Superannuation

The 2025 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2025 and 30 June 2024 while a full investigation was conducted as at 30 June 2023.

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

	2025	2024	2023
	(Interim) $m	(Interim) $m	(Triennial) $m
» A VBI Surplus	200.1	108.4	85.7
» A total service liability surplus	229.4	141.4	123.6
» A discounted accrued benefits surplus	242.8	156.7	141.9

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 2025.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2025.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2025.

Council was notified of the 30 June 2025 VBI during August 2025.

The 2026 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2026. It is anticipated that this actuarial investigation will be completed by October 2026.

The VBI of the Defined Benefit category was 116.9% as at 30 June 2026. The financial assumptions for the purposes of this investigation are:

	2026	2025
	Triennial investigation	Interim investigation
Net investment return	6.2% pa	5.7% pa
Salary information	3.5%pa	3.5% pa
Price inflation (CPI)	3.0% pa to 30 June 2029 and 2.6% pa thereafter	2.6% pa

Council was notified of the 30 June 2026 VBI during August 2026.

NOTE 9 Other matters (cont.)

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

			2026	2025
Scheme	Type of Scheme	Rate	$000	$000
Vision Super	Defined Benefit	12.00% (2025:11.5%)	241	299
Vision Super	Accumulation	12.00% (2025:11.5%)	4,037	3,916
Australian Super	Accumulation	12.00% (2025:11.5%)	1,366	1,282
Hesta Super	Accumulation	12.00% (2025:11.5%)	728	690
Hostplus	Accumulation	12.00% (2025:11.5%)	789	703
Rest Super	Accumulation	12.00% (2025:11.5%)	644	560
Aware Super Future Saver	Accumulation	12.00% (2025:11.5%)	440	465
UniSuper	Accumulation	12.00% (2025:11.5%)	250	210
Australian Retirement Trust Super Savings	Accumulation	12.00% (2025:11.5%)	240	225
CareSuper	Accumulation	12.00% (2025:11.5%)	201	180
Other Funds	Accumulation	12.00% (2025:11.5%)	1,750	1,204

In addition to the above contributions, Council has had no unfunded liability payments to Vision Super during the 2025/26 year (2024/25 $nil). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2026.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2027 is $nil.

NOTE 10 Change in accounting policy

There have been no changes to accounting policies in the 2026 and 2025 financial year.

CITY OF
MONASH

Monash Civic Centre | 293 Springvale Road, Glen Waverley, 3150 | 8.30am to 5pm | Monday to Friday
Oakleigh Service Centre | 3 Atherton Road, Oakleigh, 3166 | 8.30am to 5pm | Monday to Friday
9518 3555 | www.monash.vic.gov.au | mail@monash.vic.gov.au | NRS 1800 555 660

Monash Interpreter Service

普通话	4713 5001	Việt Ngữ	4713 5003	हिंदी	4713 5005	한국어	4713 5010	தமிழ்	4713 5021
廣東話	4713 5002	Ελληνικά	4713 5004	Italiano	4713 5008	සිංහල	4713 5020	Other languages	4713 5000