

# Annual Report

## 2011–2012





## Our Vision:

Greater Dandenong is a City of Opportunity with quality buildings, places and facilities, and where people of all ages, cultures and backgrounds can reach their potential to live secure, happy and fulfilling lives for generations to come.

## Our Goals:

### A city planned for the future

- Places and buildings
- Travel and transport
- Activity and economy

### A thriving and creative city

- Employment and education
- Places and facilities
- Activity and economy

### A healthy community and environment

- Places and buildings
- Wellbeing in the community
- The environment

### A city of respect

- Community pride
- Living and working together
- The generations

### A leading Council

- Effective governance
- Excellence in local government
- The best place to work
- Engaging with the community
- Customer focus

## Great Place

- Dynamic and diverse city
- 635 km of local roads and 993 km of footpaths
- Recognised as the capital of the south east
- Victoria's manufacturing heartland
- Home to over 12,000 businesses
- 513 hectares of open space
- Variety of bushwalks and talks held on regular basis
- Revitalisation of Central Dandenong underway
- 170 parks and reserves
- Land area of 129.5 square kilometres

## Great People

- Over 140,000 residents
- People from 150 nations
- 60 per cent of residents were born overseas
- 55 per cent are from non-English speaking backgrounds
- Over 70,000 people employed locally
- Over 400 local community groups and service clubs
- An active and committed volunteer community

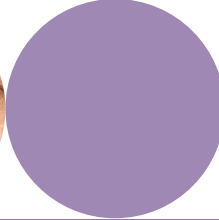
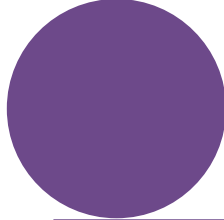
## Great Times

- State of the art cultural facilities including Drum Theatre
- Arts events and festivals held monthly
- Sandown Racing – cars, horses and greyhounds
- 53km bike and shared paths
- Scenic bike paths stretching from Jells Park to Carrum beach
- 200 active sports clubs
- Largest basketball and volleyball stadium in the southern hemisphere
- Noble Park Aquatic Centre and Oasis swimming pools
- Victoria's largest Lunar New Year festival

## Great Shops

- Dandenong Market redevelopment completed
- Little India and Afghan Bazaar cultural precincts
- Modern shopping complexes at Dandenong and Keysborough
- Wide variety of fresh produce, seafood and meat
- Over 50 Asian restaurants and specialty supermarkets
- Extensive range of factory outlets





# Snapshot of Greater Dandenong

## Geography and Population

- Greater Dandenong encompasses an area of 129.5 square kilometres in Melbourne's south-east, approximately 35km from Melbourne's CBD
- Around 142,000 people live in Greater Dandenong

## Cultural Diversity

- The City of Greater Dandenong is the most culturally diverse community in Victoria
- Greater Dandenong is the second most diverse community in Australia, with residents from over 150 different birthplaces
- Over half (60 per cent) of our population were born overseas, with 55 per cent from nations where English is not the main spoken language, double the Melbourne metropolitan average of 26 per cent
- Birthplaces include Vietnam, Cambodia, Sri Lanka, India, China, Italy, Greece, Bosnia, Afghanistan, New Zealand and Britain
- The number of Greater Dandenong residents born overseas rose 13,700 between 2006–2011 including more than 6,000 Indian-born residents, nearly 2,000 Sri Lankans, 1,100 Vietnamese and 900 Afghans
- The number of residents from Sudan halved to 800, accompanied by declines in the number of residents from the United Kingdom, Croatia, Greece and Italy
- The diversity of this city is reflected in the range of religious faiths including Buddhism (18 per cent) of residents, Islam (11 per cent), Hinduism (4 per cent) and Christianity (50 per cent)

## Spoken Languages

- Nearly two-thirds (64 per cent) of Greater Dandenong residents speak languages other than English – the largest proportion in Victoria and double the metropolitan average of 31 per cent – including Vietnamese, Khmer, Chinese, Greek, Punjabi and Sinhalese

*For detailed demographic information about the City of Greater Dandenong please visit [www.greaterdandenong.com](http://www.greaterdandenong.com) and search on the word "demographic"*





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## Message from the Mayor

The past year has been a significant one for the City of Greater Dandenong. The city has celebrated a number of key milestones – the most notable of which have been the opening of the Noble Park Aquatic Centre and the funding of Council's new civic precinct in Dandenong.

### **Noble Park Aquatic Centre**

One of the most significant projects completed this year was the Noble Park Aquatic Centre. This \$21.2 million project was predominantly funded by Council. The City of Greater Dandenong contributed \$12.4 million towards the total project costs, along with \$7.3 million from the Australian Government and an additional \$1.5 million from the Victorian Government. Officially opened to the public in February 2012, this significant community asset incorporates a new 50-metre outdoor pool, new water play areas for children and youth, an indoor warm water pool, multi-purpose community spaces and new barbecue and picnic areas. This project is an enormous community asset not only for local Noble Park residents but also for the wider Greater Dandenong community, and is a drawcard for visitors from the entire south-east region.

### **New civic precinct**

The civic precinct site on the corner of Lonsdale and Walker streets will feature a new state-of-the-art regional library spread over 2,500 square metres, an outdoor community space designed in the spirit of Melbourne's Federation Square, new community meeting spaces, and will provide easy access to Council services.

Council's investment in this \$63.7 million project complements significant public and private investment in the revitalisation of central Dandenong.

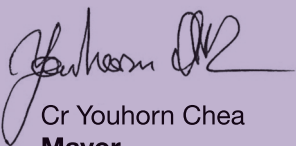
The new municipal building project, due for completion in 2014, will act as the heart of the entire south-east region and is something our community can and will be immensely proud of.

## Festivals and events

Renowned as a city offering exciting festivals and events, Council was again home to a variety of community festivals including the Dandenong Show, Lunar New Year, Australia Day and Carols by Candlelight. Greater Dandenong also took part in the Melbourne Food and Wine Festival for a second year running which featured a World Fare event at the Dandenong Market, a Progressive Yum Cha tour in Springvale and a Sicilian Regional Banquet. The Drum Theatre also hosted the popular Emerge Festival.

The vibrancy and diversity of celebrations in Greater Dandenong is something we are very proud of and something Council will continue to foster in the year ahead.

Please take the time to read over the many highlights of 2011–2012 throughout this report. There are so many significant achievements our community can be incredibly proud of.



Cr Youhorn Chea  
**Mayor**



“One of the most significant projects completed this year was the Noble Park Aquatic Centre.”



## Chief Executive Officer's Report

With the four-year term of your elected Council complete in late 2012, this report provides an opportunity to pause and reflect on not only the past 12 months but also the entire period.

At the outset, I commend to you the efforts and achievements of your elected Council in taking this City along a journey of growth and improvement. I have great confidence that a newly elected Council from November 2012 will continue their good work.

Greater Dandenong has enhanced its standing and reputation as a prominent city in a developing region.

Its role as a Central Activity Area (CAA) within Melbourne's 'poly-centric city' framework has grown, and it is well-regarded as a revitalising city that:

- increasingly responds to regional needs
- has principal and neighbourhood activity centres that reflect growing standards of amenity and opportunity
- is well-served by public transport (but with many remaining needs)
- has significantly improved infrastructure and assets
- remains a centre for employment in the region.

### Measurable Improvements

In 2011–2012, important perception surveys were undertaken of many stakeholders with a direct, indirect and more casual interest in our principal activity centre – central Dandenong. This independent and objective research by Sweeney found that perceptions of safety along with other related matters of amenity, economic, retail and business strength had increased significantly over the past two years. There remain opportunities for further improvement but importantly, the trend is strong and in the right direction. I firmly believe that when next surveyed (in 2013–2014), respondents will have experienced even greater improvements.

"Greater Dandenong has enhanced its standing and reputation as a prominent city in a developing region."

## Council's Strategic Focus

Measurable improvements such as this are the outcome of a strategic focus by Council to:

- advocate for better outcomes
- secure partnerships in the delivery of community needs
- commit to the progressive enhancement of community infrastructure
- create a sound and sustainable financial strategy that can ensure operational resourcing and capital investments that satisfy community expectations.

## Advocacy

Advocacy has always been a high priority for Council and in 2011–2012 significant benefits of long-term efforts on matters of community importance materialised. The Noble Park Aquatic Centre was opened with the support of Federal and Victorian government funding partners. The Victorian Government also confirmed its commitment, and proceeded to tender, for the grade separation of Springvale Road and the Dandenong rail line – another strategic matter that has been the subject of many years of advocacy.

## Governance

Governance has been another imperative of Council and an area which has seen many recognised achievements. Leadership and independent governance structures at the Dandenong Market and Drum Theatre introduced in 2011–2012 have raised the good governance bar even higher and will have positive impacts in 2013 and beyond. These changes highlight the intention of Council to make the Dandenong Market and the Drum Theatre as successful as possible. These are courageous decisions by Council – showing true leadership and recognising that, at times, decision making can benefit from external voices that bring added independence and skills.

## Capital Investment

Capital Investment has increased over the term of this Council, growing in the past two years from \$33.8 million in 2010–2011 to \$45.5 million in 2011–2012.

It is anticipated that this trend will continue as:

- existing infrastructure ages and requires renewal or refurbishment
- needs for new infrastructure are proven
- Council's capacity to fund this investment grows.

The latter remains a challenge, but difficult decisions continue to be taken that will result in higher operating surpluses and thereby a greater capacity to fund capital improvements.

These challenges include:

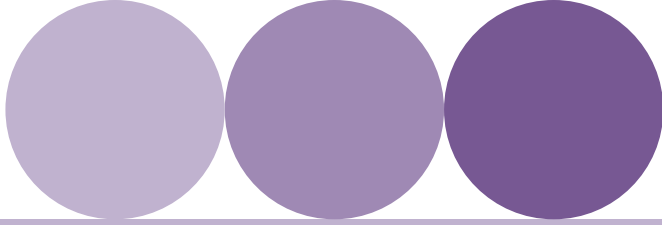
- refining and containing operating expenditures
- pursuing external grant funds through partnerships and advocacy as outlined above
- increasing other revenues while maintaining rates at an appropriate level.

This reflects prudent financial management and Council has once again demonstrated its commitment to this core responsibility.

## Sound Financial Management

Council's underlying operating result was a deficit of \$1.16 million. A key contributor to the outcome was Council's requirement to contribute \$10.57 million to the \$406 million shortfall in the Local Authority Defined Benefits Superannuation Scheme (as at 31 December 2011). After adjusting for this significant item, Council's underlying operating result would have resulted in a \$6.25 million improvement on the 2010–2011 result. After considering non-operating income and expenditure, the surplus was \$22.45 million.

It is important to note that these surpluses are 'accounting surpluses' which include a range of non-cash items such as depreciation on Council assets, assets written off, assets gifted to Council by Developers (eg roads and footpaths) and exclude cash costs such as capital expenditure. In 2010–2011, and in the spirit of transparency and accountability, Council took a position on the presentation of its financial position seeking to 'normalise' income, expenditure and resulting operating surplus (or deficit) in an effort to present to you, our stakeholders, an annual profile that is more comparative by removing the occasional vagaries of one-off and significant items.



This approach required the City of Greater Dandenong to demonstrate considerable leadership within the Local Government industry with the Victorian Auditor-General deeming it inconsistent with Accounting Standards before reversing this viewpoint a year later. Council remains by independent assessment in a sustainable financial position and it is the objective of Council to further strengthen this desirable position.

### Capital Improvements

Of the \$45.55 million spent on capital improvements during the year, \$22.18 million was on renewal and upgrades to existing infrastructure assets and \$21.33 million on major projects.

The funding of basic infrastructure – roads, footpaths and drains – is always a challenge but it is pleasing to report that in addition to the \$5.27 million spent on municipal-wide road renewal works in 2010–2011, a further \$7.31 million was spent on this essential area in 2011–2012. This significant investment continues to underpin the importance of Council's maintenance and protection of existing assets.

An extensive list of 137 improvement projects was completed in 2011–2012 and these are outlined in this report.

Undoubtedly, the single most important project – by virtue of its size, value, potential to impact favourably on the local economy and ability to enhance service delivery for many years to come – is the new Municipal Building Project in central Dandenong. The project has been significantly advanced this year thanks to a sound decision process which led to the appointment of contractors to build the new civic complex. This complex will centralise Council's staff and services, create a new library of regional importance, establish a new civic heart in Dandenong and provide wonderful indoor and extensive outdoor meeting spaces for the community. From early 2014, Council expects to showcase a new image in a new place for a new era of service delivery.

I thank Council for its leadership and the many wonderful staff who remain committed to local government service within the City of Greater Dandenong.

**John Bennie**  
*Chief Executive Officer*

“Council remains by independent assessment in a sustainable financial position and it is the objective of Council to further strengthen this desirable position.”

# Performance Highlights



An artist's impression of Council's new Municipal Building. The new building, located in the heart of Dandenong on the corner of Walker and Lonsdale streets, will contribute to the revitalisation of Central Dandenong by attracting new services.



# A City Planned for the Future

## Highlights

- The 2011–2012 Asset Renewal Program had an allocated budget of \$18.24 million, of which 100 per cent was spent.
- The conditions precedent has been met for the new Municipal Building Project. The Contract of Sale is completed, the land transferred to Council, and the Town Planning permit obtained. Government Grant funding of \$7.25 million announced towards community aspects of the project such as the library and Great Southern Square.
- The Noble Park Aquatic Centre ‘water for all’ was opened on 11 February 2012, with more than 5,000 people attending the first community open day. The centre is managed by Belgravia Leisure on behalf of Council and a contract has been in place since October 2011. Belgravia Leisure produces a monthly report with details on attendance, swim school figures, marketing promotions, initiatives and a monthly financial report.
- Greater Dandenong's Bicycle Network Plan was upgraded in February 2012 in line with new VicRoads PBR's (Bicycle Priority Routes). A new shared user path along Heatherton Road connecting the City of Greater Dandenong to the City of Casey was completed.

## Challenges

Working together with the community to create services and facilities it needs for now and the future for an attractive city, with quality buildings and spaces, accessible travel and transport.

## The Year Ahead

- Commence construction of the new Municipal Building.
- Substructure of the new Municipal Building completed by 31 March 2013.
- Superstructure to Level three of the new Municipal Building completed by 30 June 2013.
- Community Infrastructure Plans for Central Dandenong and Springvale consultancy project completed by March 2013.

The new state-of-the-art Noble Park Aquatic Centre (NPAC) ‘water for all’ was opened in February 2012. The centre boasts a 50m outdoor heated pool, refurbished waterslide, water splash playground, indoor pool and multi-purpose community rooms.





## A Thriving and Creative City

### Highlights

- Residential, commercial and industrial building investments throughout 2011–2012 measured by value of building permits included 1,156 Residential Permits equalling \$181,586,169 and 516 Commercial/Industrial Permits equalling \$226,021,464. The total value of permits for this financial year was \$407,607,633.
- A series of key business networking groups met throughout the year including, Manufacturing Leadership; South East Quality Network; OHS; Export/Globalisation; Manufacturing Excellence; Women in Business; and Successful Solutions.
- The number of residential dwellings approved in the Declared Project Area under the Revitalising Central Dandenong Residential Attraction Strategy totalled 360 this financial year.

Springvale IKEA opened its doors on 8 September 2011. It is IKEA's biggest Australian store covering 3,600 square meters with 1600 car parks and employing 350 people. The Springvale store also provides free child care and a playground while you shop.

### Challenges

Creating a place where people of all ages and backgrounds can reach their potential, gain the skills and education they need for success in life, and be part of a prosperous economy where trade, manufacturing and business activity flourishes.

### The Year Ahead

- Monitoring of building and developments throughout the year.
- Increase residential development in central Dandenong.
- Address current and future employment needs and support and influence improved supply and demand for labour market.
- Engaging residents through social media platforms (Facebook, Twitter, YouTube) to increase community engagement and awareness of Council services and activities.
- Increase overall public attendance at Heritage Hill Museum and Historic Gardens.



# A Healthy Community and Environment

## Highlights

- The CCTV Pilot Project in Menzies Avenue, Dandenong North, concluded on 16 June 2012. The project will continue and be managed by Council's Regulatory Services team. Final evaluation of the Pilot Project was undertaken in early June 2012. Compared with similar surveys conducted in 2008 and 2011, the results revealed an improvement in residents' perceptions of safety in the precinct.
- 20,617 passengers accessed Council's specialised transport.
- Home and Community Care services comprising of home care, personal care, respite and home maintenance services were provided to 13,104 residents.
- Council planted 2,328 street trees within the municipality.
- Household diversion rate of waste from landfill totalled 49.92 per cent throughout 2011–2012.
- Regulatory Services conducted 2,856 food premise inspections.
- The number of children immunised throughout 2011–2012 totalled 15,198.

## Challenges

Creating a healthy, connected community and a clean, safe and friendly environment, where people take responsibility for each other and how they impact others.

## The Year Ahead

- Delivery of Home and Community Care services to residents in line with growth in the elderly population.
- CCTV monitoring in public places to enhance community perceptions of safety.
- Monitoring compliance of food businesses operating in the municipality.
- Providing immunisation services to the community.
- Improving the appearance of streets and open spaces through planting of trees and indigenous plants.
- Rapid response removal of reported graffiti from Council property to ensure the good appearance of public places.
- Environmental sustainability initiatives to minimise residential waste sent to landfill.
- Maintenance and upkeep of 635km of local roads within the municipality.



A fleet of six specialist community transport service buses regularly hit the streets of Greater Dandenong to help older people requiring transport assistance.

# A City of Respect

## Highlights

- An annual average of 218 volunteers each month contributed a total 17,934.5 hours.
- More than a million people visited one of Greater Dandenong's two libraries or used our library web page.
- A total of 7,254 residents used the Library Outreach Program.
- Council's Family Support and Counselling team provided family support to 259 families.
- 353 Greater Dandenong families received Enhanced Maternal and Child Health Services.

## Challenges

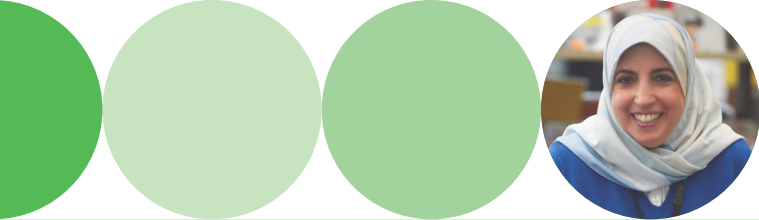
Creating a community where people feel secure, supported, valued and cared for; where they can take part in community and civic life; and where people enjoy each other's differences.

## The Year Ahead

- Strengthening volunteerism within the community.
- Efficient management of Meals on Wheels provided to our elderly residents.
- Encourage and increase library visits through physical and virtual visits.
- Expand the Library Outreach Program and services to the community.
- Provide support to families and children through early intervention, prevention, education, information and counselling services.
- Increase participation rates for 3.5 year old visits to the Maternal and Child Health Services.

Council holds an annual event during December to thank and celebrate the many volunteers who have contributed to our community over the year. Volunteers lend a hand across a range of services including meals on wheels, council ambassadors, homework tutors, tour guides and much more.





## A Leading Council

### Highlights

- Council conducted nine Citizenship Ceremonies where 1,187 people received their certificates, an increase of 65 candidates from the previous year.
- Council's civic facilities were managed efficiently and effectively with 2,581 external bookings taken and 216,121 guests attending functions.
- Council's 2012–2013 Budget was adopted by Council on 25 June 2012.
- Customer Service staff managed 125,223 telephone enquiries, with 82.69 per cent of calls attended to within 15 seconds.

### Challenges

Improving Council's responsiveness to the community; encourage democratic participation to involve people in decisions that affect them; continue to strive for excellence in financial management and council services; and constantly look for better ways to do things.

### The Year Ahead

- Maintain high standards of customer service responsiveness at Council's call centre and service centres.
- Council's Long Term Financial Strategy updated, revised and adopted by Council.
- Conduct regular Citizenship Ceremonies.
- Monitor actions and initiatives contained in the Organisational Development Strategy to improve the professional capacity and culture of the Council.
- Develop Information Technology Infrastructure Plans for the transition to the new Municipal Building.
- Maintain high standards of communications via Council's website and The City magazine.



Each year Council's Customer Service Officers handle around 200,000 public queries on a wide range of topics including rubbish, rates, animals, kindergarten enrolment, planning issues and more. Residents may telephone Council or visit one of our three face-to-face locations at Springvale, Dandenong and Parkmore.

# Corporate Governance





## The Council

The City of Greater Dandenong's 11 Councillors are elected as representatives of all residents and ratepayers within the city.

Their key responsibilities include:

- establishing the strategic direction of the city
- advocating a broad range of issues
- management of the community's assets
- ensuring the delivery of quality services
- providing fair and equitable representation of all constituents

Council is also responsible for the enforcement of the following Local Laws:

- Local Law No.1-Meeting
- Local Law No.2-Municipal Amenity
- Local Law No.3-Road Management and Asset Protection
- Local Law No.4-Municipal Places
- 2011 Local Law Review-Community Impact Statement.

Greater Dandenong Council was elected on 29 November 2008 and will retire in October 2012. The 2012 Council elections are scheduled to occur on 27 October 2012.



# Ward map





GREATER DANDENONG

# Your Councillors

## Lightwood Ward

Suburbs: Springvale and Springvale South



**Cr Youhorn Chea**  
Mayor, 5 December 2011  
–30 June 2012

Cr Chea is the current Mayor and has been a Councillor since 1997, He also held the office of Mayor in 2001-2002 and 2006-2007. He believes it is important for Council to maintain a strong focus on facilities for young people, job creation and increased community safety.



**Cr Yvonne Herring**

Having already served as a Councillor between 1997 and 2003, Cr Herring returned in 2005 with a desire to continue offering Greater Dandenong good governance and to provide a voice for residents. She has lived in the city with her family for more than 30 years.



**Cr Loi Truong**

Cr Truong was motivated to stand for Council in 2008 to continue advocating for the interests of the community and to deliver to his constituents the value they deserve for their rates. One of Cr Truong's goals is to assist the migrant community to integrate with the Australian way of life. This is Cr Truong's first term as a Councillor with Greater Dandenong.

## Paperbark Ward

Suburbs: Keysborough and Noble Park North



**Cr Roz Blades**  
Mayor, 1 July 2011  
–5 December 2012

Cr Blades is one of the longest serving councillors for the area. She was Mayor of the former City of Springvale in 1992 and was Mayor of Greater Dandenong in 1998–1999 and 2010–2011. Currently serving her fifth term, Cr Blades has always been an active participant in community programs and her greatest passion is people.



**Cr Peter Brown**

Having served as a Councillor with the former City of Springvale for seven years, Cr Brown was elected to the City of Greater Dandenong in 2003 and served as Mayor in 2005–2006. He is motivated by a desire to improve the quality of life for residents in terms of care and management of the physical environment.



**Cr Pinar Yesil**

Cr Yesil has served as a Councillor since 2005 and served as Mayor in 2008–2009. She continually strives to work hard for the whole community and to advocate strongly for her residents living in Paperbark Ward. She has been a resident of Keysborough for over 10 years and is particularly passionate about the protection of animals.

## Red Gum Ward

**Suburbs: Dandenong, Dandenong South, Keyborough South, Lyndhurst and Bangholme**



**Cr Paul Donovan**

Cr Paul Donovan joined the City of Greater Dandenong Council in 1997 and served as Mayor in 2002–2003. Cr Donovan is committed to improving his local area and to the continued growth of Greater Dandenong.



**Cr Angela Long**

Cr Angela Long served as a Councillor from 1997–2005 and was Mayor in 2000–2001. Cr Long returned in 2005 with a commitment to developing the city's future and addressing resident's needs. She would like to achieve a number of goals during her time as a Councillor. She has lived in Greater Dandenong almost all her life.



**Cr Jim Memeti**

Cr Memeti has served as a Councillor since 2005 and was Mayor in 2009–2010. He works hard for everyone in Greater Dandenong and to improve perceptions of Dandenong. He believes it is important to work together with fellow Councillors to get excellent results for our city. Additionally, he is a strong supporter of local charities and is extremely grateful for the contribution they have made, and continue to make, to the city.

## Silverleaf Ward

**Suburbs: Noble Park and a section of Dandenong North**



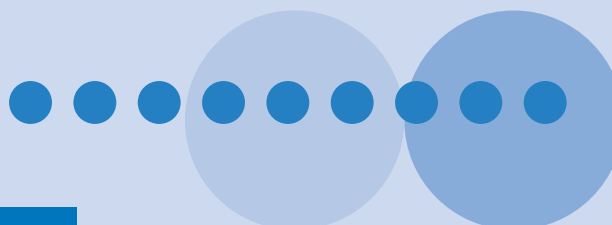
**Cr John Kelly**

Cr Kelly has served as a Councillor for more than 16 years and was Mayor in 2007–2008. He is committed to ensuring the Greater Dandenong Council is open and transparent in its operations, and encourages increased community consultation in decision-making.



**Cr Maria Sampey**

A perseverance to achieve positive results and the ability to listen to residents resulted in Cr Sampey joining the Council in 2000 and being elected Mayor of the city in 2004–2005. She is passionate about ensuring local parkland is retained and upgraded to be more user-friendly for families and youths.



## Council's Role

The City of Greater Dandenong is committed to good corporate governance. The development of policies, codes of practice and systems together with adherence to legislative requirements and transparent reporting are all part of Greater Dandenong's commitment to open and accountable government.

The Chief Executive Officer (CEO) is appointed by Council for the purpose of managing the operations of the organisation. The CEO will then delegate to Council officers operational functions that will be undertaken in an accountable, efficient and effective manner.

## Councillor's Code of Conduct

The City of Greater Dandenong's 'Code of Conduct – Councillors' sets out guidelines within which Councillor representatives must operate. It outlines behaviours and actions which reduce the risk of corruption or misuse of Council assets, including information.

The 'Code of Conduct – Councillors' is a key component of Greater Dandenong's commitment to open and accountable government and is available online at [www.greaterdandenong.com](http://www.greaterdandenong.com)

## Council Meetings Online

As part of Council's commitment to open and accountable government, all ordinary and special meetings of Council are webcast on [www.greaterdandenong.com](http://www.greaterdandenong.com)

During 2011–2012 the average number of 'log-ins' per meeting to the live webcasts was 23 with 1,824 'log-ins' recorded against the archived (non-live) webcasts of Council meetings. Council is pleased with the results and will continue to webcast meetings, one of only a few municipalities in Victoria to do so.

## Council Meetings

Council conducts its business in open and publicly advertised meetings.

Council meetings are held on the second and fourth Monday of each month and commence at 7pm. The first meeting for each month is held in the Council Chamber at 397–405 Springvale Road, Springvale and the second held in the Council Chamber at 39 Clow Street, Dandenong.

Council's Ordinary Meetings are held to consider items including planning permit applications, community service matters, road and traffic management, local laws, administration and financial issues.

Special Meetings of Council may be called to deal with urgent matters.

All Council meetings are conducted in accordance with Council's Local Law No.1-Meeting Procedure.

During 2011–2012 there were twenty-two (22) ordinary meetings and one special meeting of Council.

Listed below is the number of meetings attended by individual Councillors.

<b>COUNCILLORS FROM 1 JULY 2011– 30 JUNE 2012</b>	<b>ORDINARY MEETINGS</b>	<b>SPECIAL MEETINGS</b>
<b>Number of Meetings Held</b>	<b>22</b>	<b>1</b>
Cr Roz Blades	19	1
Cr Peter Brown	22	1
Cr Youhorn Chea	20	1
Cr Paul Donovan	18	1
Cr Yvonne Herring	14	1
Cr John Kelly	18	1
Cr Angela Long	22	1
Cr Jim Memeti	18	1
Cr Maria Sampey	21	1
Cr Loi Truong	17	0
Cr Pinar Yesil	20	1

## Council's Accessibility, Transparency and Accountability Charter

The Accessibility, Transparency and Accountability Charter was adopted by Council on 23 March 2009 and reviewed and re-adopted by Council on 22 March 2010.

The charter states that the Mayor and councillor's attendance at Council meetings and briefing sessions are published on-line, together with a register of councillor expenses.

## Councillor's Remunerations

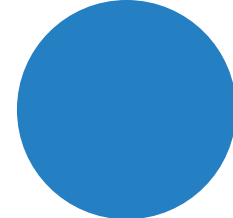
### Mayoral Allowance

1 July 2011–30 November 2011	\$79,232 (plus 9% superannuation equivalent) with the use of a fully maintained vehicle
1 December 2011–30 June 2012	\$83,650 (plus 9% superannuation equivalent) with the use of a fully maintained vehicle

### Councillor's Allowance

1 July 2011–30 November 2011	\$24,805 (plus 9% superannuation equivalent)
1 December 2011–30 June 2012	\$26,188 (plus 9% superannuation equivalent)





## Councillor Representation and Community Consultations

On 2 December 2011, councillors were appointed as representatives of the following organisations, committees and reference groups that assist the Council and the community in the provision of services to the people of Greater Dandenong:

### Community Organisations

<b>Organisation</b>	<b>Council Liaison Recommendation for 2011–2012</b>	<b>Council Representative Recommendation for 2011–2012</b>
Cyrene Centre	N/A	Cr Roz Blades
Dandenong and District Historical Society	Cr Paul Donovan Cr John Kelly	N/A
Dandenong Benevolent Society	Cr Angela Long Cr Jim Memeti	N/A
Dandenong Community Advisory Bureau	N/A	Cr Angela Long
Dandenong Fire Brigade	Cr Jim Memeti	N/A
Dandenong Retail Traders Association	N/A	Cr Angela Long
Noble Park Community Action Forum Inc	N/A	Cr Roz Blades
Springvale and District Historical Society	Cr Roz Blades Cr Youhorn Chea Cr Loi Truong	N/A
Springvale Benevolent Society	Cr Youhorn Chea Cr Yvonne Herring	N/A
Springvale Community Aid and Advice Bureau	N/A	Cr Roz Blades Cr Pinar Yesil



## Council Reference Groups and Committees

Organisation	Council Representative(s) Recommendation for 2011–2012
Alcohol and Other Drugs Advisory Network *	Cr Roz Blades Cr Angela Long Cr Loi Truong
Audit Advisory Committee	Mayor of the Day Cr Roz Blades
Community Safety Committee	Cr Maria Sampey
Community Road Safety Reference Group	Cr Yvonne Herring
Cultural and Heritage Collections Committee	Cr Roz Blades
Dandenong Stadium Management Committee	Cr John Kelly
Disability Forums *	Cr Angela Long Cr Maria Sampey
Children and Family Partnership	Cr Roz Blades
Greater Dandenong Interfaith Network	Cr Roz Blades Cr Youhorn Chea
Aquatic Centres Advisory Meeting	Cr John Kelly Cr Roz Blades
Lyndhurst Community Engagement Steering Committee	Cr Angela Long Alt - Cr Yvonne Herring
Migrant Settlement Committee (MRC)	Cr Youhorn Chea Cr Loi Truong
Municipal Buildings Project Control Group (Advisory)	Cr Roz Blades Cr Peter Brown Cr Youhorn Chea Cr John Kelly Cr Angela Long Cr Jim Memeti Cr Pinar Yesil
Municipal Emergency Management Planning Committee (External)	Cr Jim Memeti
Municipal Fire Prevention Committee	Cr Jim Memeti
Noble Park 'More Than Just a Pool' Planning Control Group	Cr Roz Blades Cr Peter Brown Cr Pinar Yesil
Public Art Reference Group	Cr Peter Brown Cr Youhorn Chea
Springvale Strategic Civic Centre Planning Group (Advisory)	Cr Roz Blades Cr Peter Brown Cr Youhorn Chea Cr Yvonne Herring Cr Jim Memeti Cr Loi Truong Cr Pinar Yesil
Springers Leisure Centre Advisory Meeting	Cr Peter Brown

\* all councillors welcome to attend meetings.



## Peak Industry Bodies

Organisation	Council Representative(s) Recommendation for 2011–2012
International Council for Local Environmental Initiatives (ICLEI)	Cr Angela Long Cr Maria Sampey Cr Loi Truong
Municipal Association of Victoria (MAV)	Cr Peter Brown Alt – Cr Youhorn Chea
Victorian Local Governance Association (VLGA)*	Cr Youhorn Chea

## Regional Organisations and Committees

Organisation	Council Representative(s) Recommendation for 2011–2012
Eastern Transport Coalition* (previously ERITG)	Cr Roz Blades
Inter Council Aboriginal Consultative Committee	Cr Angela Long
Local Governments'/Metropolitan Waste Management Forum*	Cr John Kelly
Roadsafe Committee – Outer South East Inc	Cr Angela Long
South East Region Gas Company (SERGASCO)	Cr John Kelly

\* Council officers also attend these meetings.

## Advocacy

There are many services provided by state and federal government agencies that support Greater Dandenong residents. During 2011–2012 Council continued with significant advocacy programs to gain increased funding and levels of service for the city from these external sources. Outlined below are key advocacy groups and activities that staff and Councillors have been involved in.

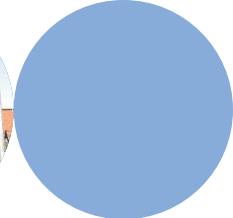
### Meetings held and/or interaction with the following groups:

- Bicycle Victoria
- Eastern Group of Councils – group of ten eastern region councils
- Eastern Transport Coalition
- Federal Government South East Development Area Consultative Committee
- Department of Human Services regarding disability and aged care services
- Department of Innovation, Industry and Regional Development (DIIRD)
- Department of Planning and Community Development
- Department of Sustainability and Environment
- Department of Transport
- Melbourne Water
- Migrant Resource Centre
- Ministerial Advisory Committee on Public Libraries
- Options Victoria
- Parks Victoria
- Places Victoria (previously VicUrban)
- Regional Development Australia
- Regional Management Forums
- Regional Meals on Wheels Kitchen
- Service based industry network groups
- South East Healthy Communities Partnership
- South East Metro Integrated Transport Group
- South East Metro – group of six south-east Councils
- Southern and Eastern Integrated Transport Authority (SEITA)
- South East Water
- Sport and Recreation Victoria
- Sport associations such as AFL, VSF, Cricket Vic, Softball Vic, Tennis Vic
- Springvale Community Aid and Advice Bureau
- Vic Health
- Victoria Police
- VicRoads
- Vic Sport
- Victorian Multicultural Commission
- Water Sensitive Cities – High Level Steering Committee

### Projects:

Continued advocacy for:

- grade separation across the city, and appropriate planning for the Springvale Road and Caulfield/Dandenong rail line project
- blackspot funding
- additional funds for Stages 2 and 3 of the Noble Park 'More than just a Pool' project
- additional funds for the Municipal Building Project
- significantly improved water/irrigation solutions for sportsfields – with Council's sportsground assets ranked highly in condition in the region
- funding for CCTV systems to target crime hotspots (with funding announced in 2012)
- additional police resources across the city, with the successful deployment of Protective Service Officers at Dandenong Railway Station in early 2012
- integrated health planning on the social impacts of alcohol
- support for drainage solutions to prevent future flooding
- a statewide strategy on appropriately located zones for waste facilities
- Council's resistance to collect a Fire Services Levy on behalf of the State Government
- health assessments in Dandenong South
- support for Council's Green Wedge submissions.



## Audit Advisory Committee

The Audit Advisory Committee is an independent advisory committee to Council which was established in 1997. The primary objective of the Audit Advisory Committee is to assist Council in the effective coordination of relevant activities of management, the internal audit function and the external auditor to facilitate achieving overall organisational objectives in an efficient and effective manner.

As part of Council's governance obligations to its community, Council has constituted an Audit Advisory Committee Charter to facilitate:

- the enhancement of the credibility and objectivity of internal and external financial reporting
- effective management of financial and other risks and the protection of Council assets
- compliance with laws and regulations as well as use of best practice guidelines
- the effectiveness of the internal audit function
- the provision of an effective means of communication between the external auditor, internal audit, management and the Council.

### Members

Ms Linda MacRae	Chair
Cr Roz Blades Mayor Representative: 1 July 2011– 5 December 2011 Council Representative: 5 December 2011–30 June 2012	Mayor Representative Council Representative
Cr Youhorn Chea Council Representative: 1 July 2011 – 5 December 2011 Mayor Representative: 5 December 2011 – 30 June 2012	Council Representative Mayor Representative
Mr Robert Yeo	External member
Mr David Smith	External member
CEO	Non-voting
Director Corporate Services	Non-voting
Manager Financial Services	Non-voting

The Audit Advisory Committee met on four occasions during 2011–2012.

Matters considered included:

- financial and performance statements for 2011–2012
- the 2012–2013 Budget
- Council's long-term financial strategy
- Internal Audit Plan of Council for 2011–2012
- Council's risk management strategy
- the Auditor-General's Audit Strategy for 2011–2012.

## Whistleblower Protection Act

The Whistleblower Protection Act 2001 came into effect on 1 January 2002.

Its purpose is to encourage and facilitate the disclosure of improper conduct by Councillors and Council officers. The Act also provides protection for persons making disclosures who may suffer reprisals as a result of their actions.

The City of Greater Dandenong recognises the value of transparency and accountability in its administrative and management practices and supports the making of disclosures. Comprehensive written procedures have been established and implemented for whistleblower matters and are fully documented on the Council's internet and intranet sites. A printed copy can also be obtained on request from the Council's service centres and libraries.

### Coordinator

John Bennie – Chief Executive Officer

### Protected Disclosure Officers

Anthony Camillo – Manager People and Procurement Services

Number and types of disclosures made to public bodies	0
Number of disclosures referred to the Ombudsman for determination as to whether they were public interest disclosures	0
Number and types of disclosed matters referred to the public body by the Ombudsman for investigation	0
Number and types of disclosed matters referred by the public body to the Ombudsman for investigation	0
Number and types of investigations taken over from the public body by the Ombudsman	0
Number of requests made by a whistleblower to the Ombudsman to take over an investigation by the public body	0
Number and types of disclosed matters that the public body has declined to investigate	0
Number and types of disclosed matters that were substantiated upon investigation, and the action taken on completion of the investigation	0
Recommendations	0





## Freedom of Information (FOI)

Council is committed to open and transparent democracy. Information held on behalf of the community can be accessed in accordance with the *Freedom of Information (FOI) Act 1982*.

Thirty-two (32) new FOI requests were received during 2011–2012.

The table below outlines the results of those requests.

	2011–2012
<b>Total number of requests</b>	<b>32</b>
Access granted in full	0
Access granted in part	21
Other – not finalised/proceeded with	7
Access denied in full	0
Requests still under consideration	4
Number of internal reviews sought	1
Number of appeals lodged with the Administrative Appeals Tribunal	1
Number of requests transferred/withdrawn	0
<b>Total charges collected</b>	<b>\$784.20</b>

Information available for inspection (as required under Part 5, section 11 of the Local Government (General) Regulations 2004) includes:

- details of current salaries and allowances fixed for the Mayor and Councillors
- details of senior officers' gross salaries, allowances and other benefits for the current financial year and the previous financial year
- details of overseas or interstate travel undertaken in an official capacity for Councillors or any member of Council staff in the previous 12 months
- names of Council officers and Councillors required to submit a return of interest during the financial year and the dates the returns were submitted
- agendas and minutes of ordinary and special Council meetings kept under Section 93 of the Local Government Act 1989 except where such minutes relate to parts of meetings that have been closed to members of the public under Section 90 of the Act
- register of delegations kept under Sections 87, 88 and 98 of the Local Government Act 1989
- submissions received under Section 223 of the Local Government Act 1989 during the previous 12 months
- register of authorised officers appointed under Section 224 of the Local Government Act 1989

To inspect any of the above information, please contact Council's Governance Unit on 9239 5100.

## Municipal Emergency Management

The Council has a statutory obligation, under the Emergency Management Act 1986, to plan for the best use of municipal resources in the prevention of, response to, and recovery from municipal emergencies. Typical emergencies may include storms and localised flooding, motor vehicle accidents, toxic spills, bush fires and fire damage to private and commercial properties.

The Council has a Municipal Emergency Management Plan (MEMP) that documents the requirements and procedures for emergency operations within the municipality. The aim of the plan is to ensure an effective and coordinated response and recovery to minimise the effects of an emergency situation and to enable the community to recover from that emergency.

Key activities undertaken in 2011–2012 were:

- During the year the Municipal Emergency Management Plan (MEMP) was audited by the Victorian State Emergency Service (VicSES). In preparation for the audit the MEMP was reviewed and a new plan prepared in accordance with the expectations of the Municipal Emergency Management Plan for Victoria. Council received a 'best practice' audit outcome and the new plan has been endorsed by Council.

- Council participated in a sector wide project to design and implement a software based system for managing the activities conducted in Municipal Emergency Coordination Centres (MECC). The final product 'MECC Central' was released in late 2011. Council purchased a licence for the product and has now implemented it with all key staff trained in its use by March 2012. In addition to improving the effectiveness and efficiency of MECC operations, this product also provides a secure repository for storing all data related to those operations.
- The Municipal Fire Prevention Plan (MFPP) was audited in accordance with Section 55B of the Country Fire Authority Act (1958) and has been endorsed by the CFA. Based on the audit outcomes, a revised MFPP has been developed and is currently under consideration by the Municipal Emergency Management Planning Committee for comment before being endorsed by Council.





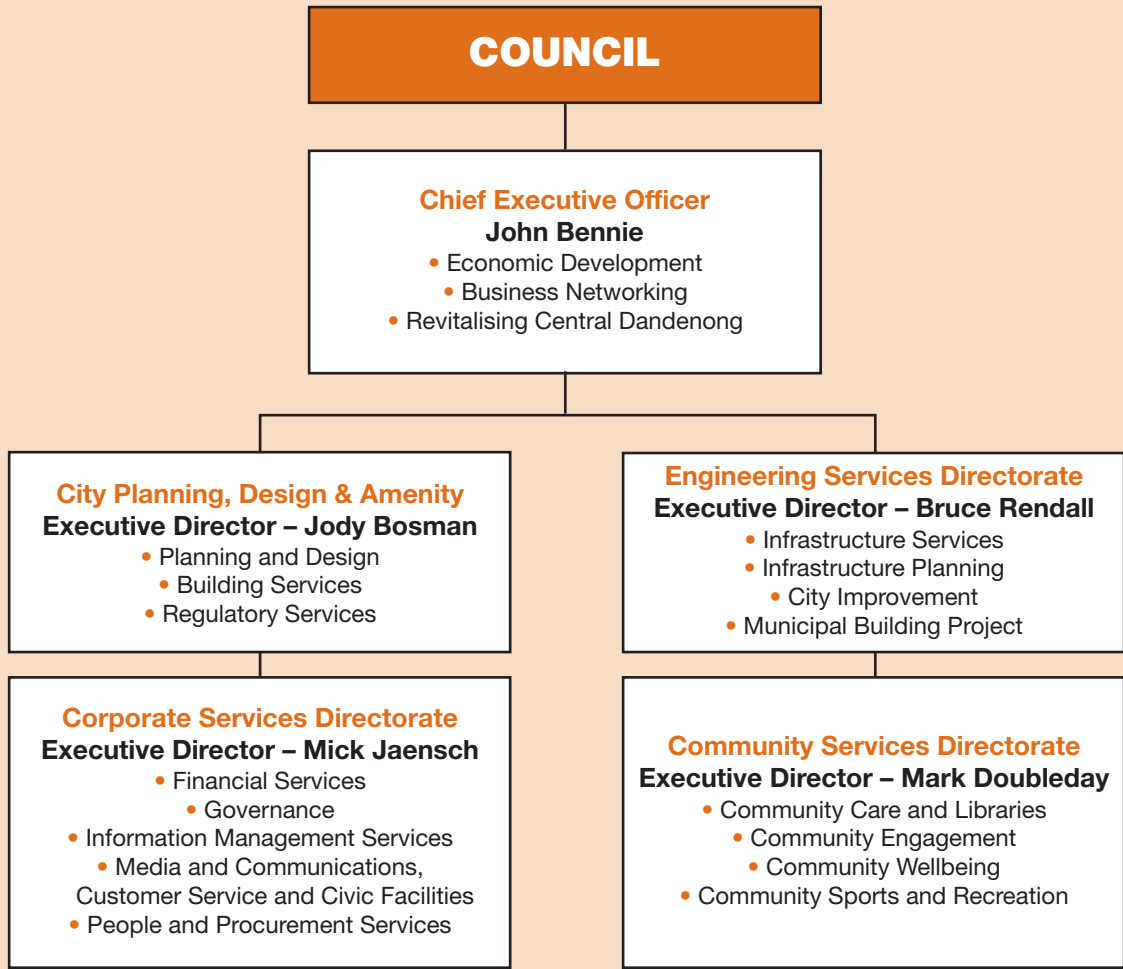
Each winter Dandenong streets come to life with a range of spectacular lighting and temporary public art projects in some of the least expected places. The winter arts festival Nocturnal challenges perceptions of Dandenong by putting people on the street after dark to explore innovative artworks, performances and exhibitions. Residents and visitors enjoyed discovering the Nocturnal Art Festival from 1 to 15 June 2012.

# Our Organisation



Council's dedicated Bushland and Garden Services Team maintain the beautiful parks and gardens on display throughout the municipality. Residents can find details of local parks and reserves at [www.greaterdandenong.com](http://www.greaterdandenong.com)

# Organisation Structure





## Our Staff

Council achievements for this financial year are:

- redesign and trial of a new employee Performance Review and Development Scheme
- training more than 800 employees in their rights and responsibilities in relation to Human Rights and Equal Opportunity
- formal accreditation by Australian Breastfeeding Association as a Breastfeeding Friendly Workplace
- registration as a Supportive Employer of Defence Reserves by the Australian Defence Force
- successful transition to retirement of 3 mature aged employees under the Phased Retirement scheme
- installation of major Human Resource Information System (HRIS) upgrades and continuation of system improvement program
- sustained reduction in WorkCover premium
- continuation of an early intervention strategy for returning ill and injured employees to the workplace, including the introduction of the Soft Tissue Centre.

## Employee Engagement survey

Work continued on implementing action plans, developed in consultation with employees, in response to Council's 2010 Employee Engagement Survey results.

Corporate and local improvement initiatives have included:

- redesign and trialling of a new performance management system for implementation during 2013
- individual interviews and team discussions to identify improvement opportunities and to allow continuous monitoring of actions
- increased staff involvement in review of work programs and selection of plant and equipment
- requirement for managers to report quarterly on progress towards meeting improvement targets.

## Code of Conduct –Staff

The eighth edition of the City of Greater Dandenong Code of Conduct – Staff was developed this financial year. It was revised and written in partnership with senior management and the Staff Consultative Committee. It is designed to help Council employees and representatives carry out their daily work with honesty, integrity and accountability.

As employees and representatives of the community, staff must be responsible for their behaviour and the use of public resources, and for complying with all relevant laws and regulations. The code recognises Council's duties, responsibilities and community aims and values, as expressed in the Council Plan.

The code applies to all Council employees and representatives, including:

- full and part-time employees
- temporary and casual employees and representatives employed through an employment agency
- contractors undertaking work for Council
- volunteers working for Council.

An electronic version is available on Council's website at [www.greaterdandenong.com](http://www.greaterdandenong.com)



## Achieving work life balance

Council's Enterprise Agreement provides for a range of flexibility in working patterns to accommodate individual needs, with an increased emphasis on the needs of carers. During the year, Council achieved accreditation through the Australian Breastfeeding Association as a Breastfeeding Friendly Workplace. Private facilities have been created to allow breastfeeding mothers clean and private facilities for their use.

Our Keep-in-Touch scheme allows employees on long-term leave to remain abreast of workplace news and changes.

A number of mature employees also utilised the Phased Retirement scheme to transition out of full time work whilst mentoring successors.

Further initiatives that were conducted throughout the year to promote effective work life balance included employee health checks, health and wellbeing seminars as well as stress management, career development, financial planning and Vision Super workshops.

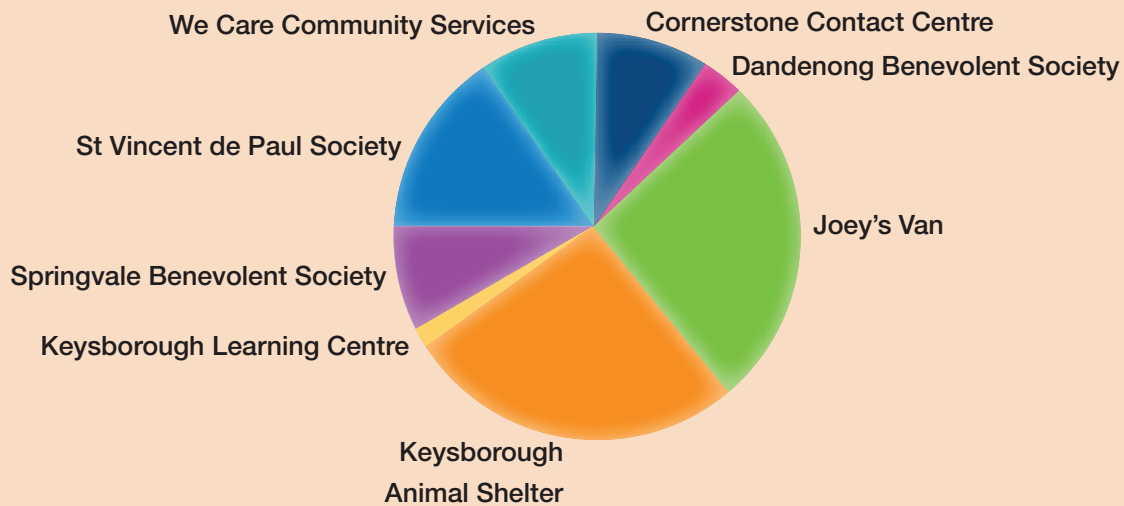
## Enterprise Bargaining Agreement

During March, negotiations commenced to replace the existing Enterprise Agreement which expired 30 June 2012.

## Staff Giving Scheme

City of Greater Dandenong employees may elect to make regular donations to agencies within the municipality under the Staff Giving Scheme. Donations in excess of \$13,377 were made by employees during the financial year.

### Deductions for period 1/07/2011 to 30/06/2012



	\$		\$	
Cornerstone Contact Centre	1,254	9.4%	Keysborough Learning Centre	208 1.6%
Dandenong Benevolent Society	418	3.1%	Springvale Benevolent Society	1,159 8.7%
Joey's Van	3,583	26.8%	St Vincent de Paul Society	226 16.6%
Keysborough Animal Shelter	3,321	24.8%	We Care Community Services	1,208 9.0%

## Work Experience Placements

The City of Greater Dandenong values the contribution that work experience provides and is committed to providing this community service to schools and students. 15 students were placed across the organisation in a range of work functions.

## Traineeships

Three (3) school based trainees completed traineeships across the Organisation in administration roles. Nine (9) other trainees/apprentices were placed within various roles in the organisation such as Payroll, IT, Building, Regulatory Services and the Operations Centre. All trainees receive valuable on the job training and experience whilst studying a national accredited program.

## Leadership and Management Development

A suite of leadership competencies was selected and these will form the foundation for our future leadership and management development activities including performance reviews, selection and development of our leaders.

A number of leadership and management development activities were conducted including participation on the inter-Council Leadership Challenge organised by the Local Government Managers of Australia.

Management development programs attended by leaders included the CEDA Copland Program, Young Achievers, and the LGPro Ignite Program for emerging leaders. Internal programs included programs on recruitment and behavioural interviewing skills, leading people effectively, dealing effectively with conflict and managing performance and behaviour.

## Employee Development

Ongoing professional and personal development continued in 2011–2012. 807 employees (89 per cent) participated in 11,105 hours training opportunities in a range of internal and external program areas including negotiation skills, dealing with difficult people, presentation skills, occupational health and safety, business writing skills, career planning and development, SuperRead, courageous conversations and conflict resolution training.

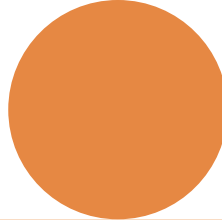
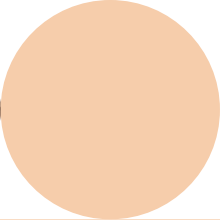
Every employee was also required to attend a minimum two-hour workshop on Human Rights and Equal Opportunity awareness during the year.

## Service Milestones

107 staff achieved service milestones for reaching five, 10, 20, 30 and 40 years service and received recognition for their achievement and contribution to the City of Greater Dandenong.

## Staff Numbers

	Male	EFT	Female	EFT	Total	EFT
Full-time	232	232	215	215	447	447
Part-time	71	28.37	283	149.13	354	177.5
Casual	29	-	78	-	107	-
					<b>908</b>	<b>624.5</b>



## Absenteeism

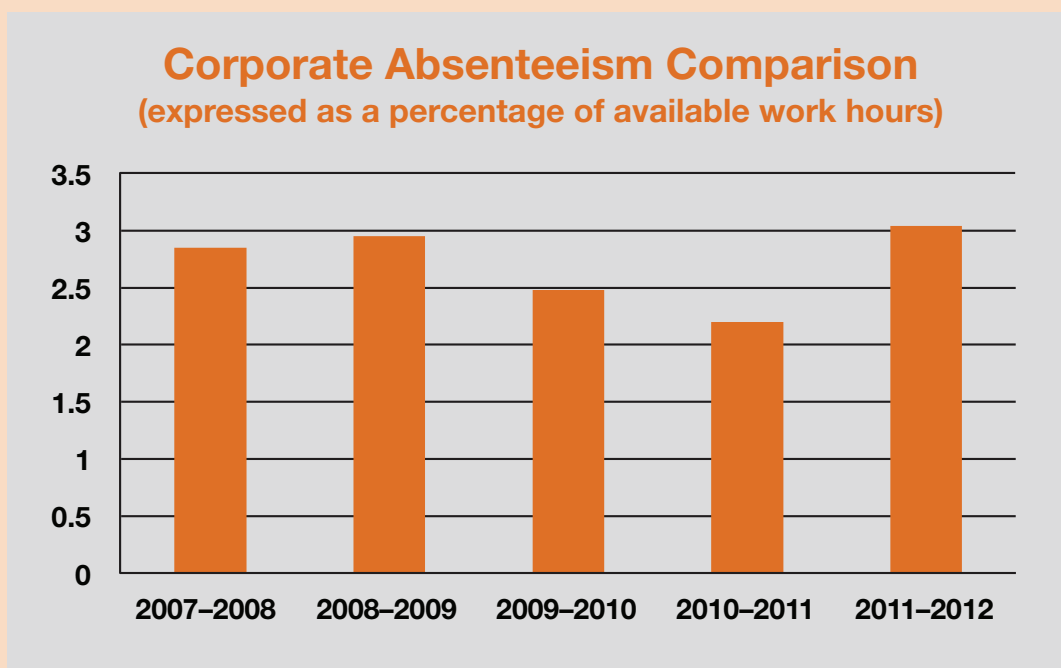
The total number of incidents recorded fell by 3.2 per cent from 158 in 2010–2011 to 153 in 2011–2012.

Lost time injuries (LTI) increased slightly from 29 in 2010–2011 to 30 in 2011–2012.

Lost time injury severity rate has decreased by 8.3 per cent from 36.05 days (per LTI) to 33.07 days in 2011–2012.

Days lost through injury fell by 5.2 per cent in 2011–2012 when compared with 2010–2011 figures of 1045.38 days.

Absence due to illness increased from 2.16 per cent of available working hours in 2010–2011 to 3.04 per cent in 2011–2012.



## Health and Safety

Council’s Occupational Health and Safety program (OHS) shares the common purpose of providing a safe and risk-free working environment for staff, whilst also ensuring the safety of our city for both residents and visitors.

Training opportunities were provided to management and staff which covered a number of areas including first aid, red card, CPR, conflict resolution, stress management, back care and manual handling.

## Health and Safety Management System

Council’s Health and Safety System, based on the Australian and New Zealand Standard AS/NZ 4801:2001, has been implemented in all business units. Compliance audits will continue to be undertaken in accordance with Council’s internal auditing program and annual workplace inspections of all business units are conducted and reported on.

New systems and programs have been implemented to increase health and safety monitoring through online contractor induction programs and tracking reported workplace hazards through Quicksafe and IPRO-live.

## Health and Wellbeing

Council has maintained an active health and wellbeing program, providing staff with a range of activities to try. Staff have attended fitness exercise classes, lifestyle programs, massage sessions and have actively participated in the annual volleyball competition and mini Olympics. Council also introduced the Global Corporate Challenge (GCC) in which participants record their accumulated steps each day. The GCC is the world's largest corporate health program and the only one of its kind with independently proven results. The GCC seeks to promote teamwork, reduce absenteeism, and create a culture of resilience across entire organisations.

A number of health seminars were conducted in relation to men's and women's health, nutrition and sleep. These sessions were aimed at increasing staff awareness of health-related issues.

The third round of the Victorian WorkCover Authority-promoted Worker Health Checks were conducted between May and June 2012 with 97 staff taking part. The results will be used to focus on strategic health programs to help improve the health profile of council employees.

## Achievements

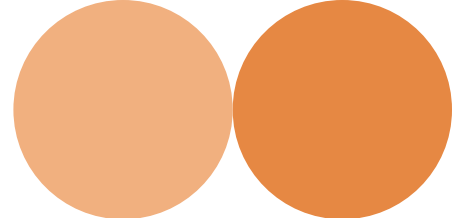
In October 2011 it was agreed that Council would fund a 13-week trial of the Soft Tissue Centre. The Soft Tissue Centre is a targeted treatment program that consists of a 15-20 minute session. The users of this service are primarily those staff that have musculoskeletal injuries (sprains and strains). This early-intervention program has helped prevent injuries and the potential for WorkCover claims.

Revised return to work processes and early-intervention strategies continue to be implemented, resulting in injured workers returning to work sooner and achieving a sustained reduction in the Council's WorkCover premium.

## The Year Ahead

Goals for 2012–2013 include:

- rolling out the Safe Start OHS Training program commencing in Engineering Services
- restructure of the role of nominated First Aid Officers
- maintaining an audit schedule to ensure business unit compliance with Australian Standard AS 4801:2001
- maintaining an annual workplace inspection program across all council business units
- delivering a positive OHS cultural change program for management and staff through targeted OHS Leadership training
- reviewing and implementing legislative change within Council's OHS Management System with the onset of the new Workplace Health and Safety laws in 2012
- continually monitor and identify improvements to the management of work-related injury and return to work processes with a focus on early intervention services.



## Equal Employment Opportunity (EEO)

The City of Greater Dandenong continued to implement Equal Opportunity (EO) principles and practices in a number of areas. Following a review of EEO, harassment and bullying prevention policies, Council provided refresher training to all staff.

### Training

- 56 staff including managers and team leaders attended Cultural Diversity training workshops
- 800 staff including managers and team leaders attended the EEO training workshops (including Human Rights Charter).

### Communication

- All employees were informed of Council's accreditation as a Breastfeeding Friendly Workplace through the Australian Breastfeeding Association and were advised of the availability of clean and private facilities for nursing/breastfeeding purposes.

## Complaints and Grievances

- Two complaints were received and one has been satisfactorily resolved following external/internal investigations. One is currently in the process of mediation.

## The Year Ahead

- implement actions arising from the new Enterprise Agreement
- roll-out and train all employees in Council's new performance review and development program
- manage human resource issues/considerations associated with the Municipal Building Project and develop a plan for preparing and transitioning staff to the new building in central Dandenong in early 2014
- continue to implement Organisational Development strategies
- roll-out a leadership competency framework
- conduct an Employee Engagement survey during March 2013
- develop e-learning training products to complement existing corporate training programs.

## Asset Management

The City of Greater Dandenong recognises the importance of, and is committed to, improving asset management in accordance with the National Asset Management Assessment Framework. This includes updating information, expanding knowledge and applying the latest tried and tested technology.

Asset Management is the combination of management, financial, economic, engineering philosophy and other practices applied to physical assets, with the objective of providing the required level of service in the most cost-effective manner. The notion of cost effectiveness is one that is applied to the whole of lifecycle cost.

Council has an asset management system and processes. An Asset Planning Unit and an Asset Management Project Team oversees the development of asset management policy and strategy, implementation, monitoring and the continuous improvement of asset management projects.

Council also participates in the MAV's STEP program and uses the National Asset Management Assessment Framework to conduct moderated self-assessments and identify improvements.

Council has an Asset Management Strategy. The strategy forms a major component of Council's Corporate Risk Management Framework for the strategic and operational management of infrastructure assets. A Road Management Plan has recently been adopted by Council in terms of the Road Management Act and defines levels of service delivery for roads.

## Planning

Life Cycle Asset Management Plans for roads and roadside furniture, drainage, parks, reserves and sports grounds, buildings, paths (footpaths and bike paths) and car parks have been developed and implemented. A review timetable is in place to ensure that these Asset Management Plans remain current and relevant.

New signs in central Dandenong are helping pedestrians and cyclists find their way to local landmarks. The signs include maps featuring landmarks all within a walking distance of around 5 to 8 minutes. Information on public toilets, bus stops, taxi ranks and car parking is also included.

## Information

Council is consolidating asset information into a corporate asset register to enable life cycle asset management for all assets. A sustainable asset data capture program has been implemented to meet asset management requirements.

## Knowledge

Complete life cycle asset information is captured on the Asset Management System to meet compliance requirements and to enhance asset management operational systems and decision-making.

Optimised decision-making systems are in place to ensure that Greater Dandenong's infrastructure asset renewal and upgrade programs reflect industry best practices.

## Technology

Council has successfully developed and implemented a template for data capture, record keeping and service delivery which will be used across the organisation. Council periodically reviews its data management technology to enhance delivery of life cycle asset management.

Partnerships have been established with research organisations and industry to work towards best practice in asset management.



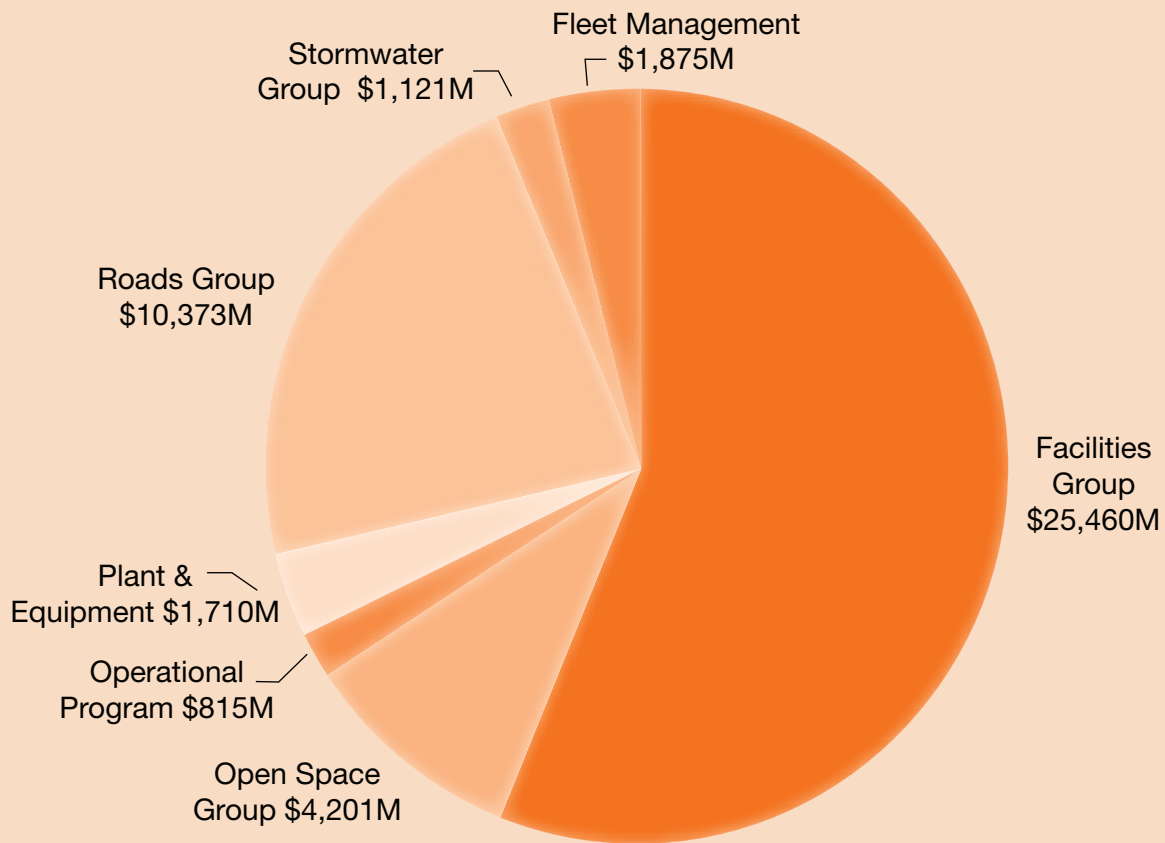


## City Improvement Program

The City Improvement Program is Council's ongoing program for the renewal, upgrade and creation of assets including roads, drains, buildings, parks, art works and library books. It consists of programs driven by Council's asset management plans, major projects (such as the redevelopment of the Noble Park Aquatic Centre) and community initiated tasks.

The yearly City Improvement Program budget is determined within Council's annual budget formulation process and the size of this budget depends on the funds available relative to other Council commitments. Once approved, projects are planned, designed and delivered by 30 June each year. In 2011–2012 Council invested \$45.6 million in capital expenditure. Council expended funds across a variety of asset types as shown in the chart below:

### 2011–2012 City Improvement Expenditure by Asset Group



## Major Highlights

### Facilities

Coomoora Reserve clubroom extension  
 Design Municipal Building Project – Dandenong  
 Kitchen renewals and upgrades  
 Air Conditioner renewals and upgrades  
 Greaves Reserve fire mains upgrade  
 Dandenong Oasis renewal works  
 Walker Street Gallery upgrades  
 Dandenong Stadium renewals and upgrades  
 Noble Park Aquatic Centre

### Open Space

Keysborough Reserve practice nets  
 Park furniture renewal  
 Playground improvements  
 Sporting pavilion renewals and upgrades  
 Ross Reserve Athletics Track renewal  
 Dandenong Park new playground and picnic facilities  
 Noble Park shopping centre – Streetscape

### Operational

Electrical safety audit  
 Network server replacement  
 Heritage Hill upgrade works

### Plant, Fleet & Equipment

Office 2010 licences  
 Windows 7 upgrade  
 Network switch replacement  
 Facilities furniture and fittings  
 Greater Dandenong Library Service

### Roads

Local road surfacing  
 Traffic signals hardware renewal  
 Revitalising Central Dandenong enablement  
 Bicycles/shared user path network  
 Street furniture renewal  
 Municipal wide – bridges  
 Municipal wide – kerb and channel  
 Municipal wide – footpath renewal

### Stormwater

Flood mitigation – Hemmings Park  
 Minor stormwater renewal works  
 Major drainage renewal works  
 Walker Street drainage upgrade



## Service Improvement Process (Best Value)

The City of Greater Dandenong's Service Improvement Process aims to:

- provide a focus on identifying Best Value services for residents and stakeholders that they can understand, respond to and measure performance against
- build an organisational culture of innovation, trust and collaboration in the pursuit of continuous improvement in all endeavours
- build an organisational culture based on a team approach to the delivery of the best possible services to residents and other stakeholders
- comply with the Best Value principles established in Section 208 of the Local Government Act.

There are two main components of the Service Improvement Process. The Corporate Planning Framework incorporates annual business planning and service reviews. The Continuous Improvement initiatives are coordinated through People and Procurement Services.

The Best Value principles provide the foundation for these processes:

- services must meet cost and quality standards set by the Council, having regard for community expectations, affordability, accessibility, value for money and best practice
- services must be responsive to community needs
- services must be accessible to the people they are intended for
- continuous improvement must be achieved
- there must be regular consultation with the community regarding the services being provided
- there must be regular reporting to the community on the Council's performance in achieving the objectives of Best Value.

### Corporate Planning and Service Reviews

The purpose of service improvement processes is to ensure that the services Council provides are responsive to changing community needs.

Council's suite of corporate plans includes the *Imagine 2030 Community Plan*, the *Council Plan 2009–2013* and several other high-level strategies and plans such as the *Community Wellbeing Plan 2009–2013*. The Council Plan is supplemented by the Annual Plan.

The Council Plan provides an overarching strategic direction for Council's operations, and is delivered through an integrated corporate and service planning framework. This framework encompasses annual business plans, service profiles and Best Value Service Specification Summaries. The annual business planning process includes service reviews to ensure an appropriate balance of resources to outputs, and to adjust services according to changing needs. Furthermore, process reviews of services, technological advancements and encouraging innovation within the workplace then provide refinements at the service level.

### Performance Measurement and Reporting

In 2011–2012 Council regularly monitored its performance via Quarterly Performance Reports, which cover the financial and performance targets against the Annual Plan.

Council regularly communicates with the community via the monthly newsletter *The City*, regular media releases, the website and an increasing social media presence.

The Annual Report provides a comprehensive overview of all Council's endeavours.



## Continuous Improvement

For major business processes, Council has collaborated with experienced external Continuous Improvement Facilitators and adopted an improvement methodology using elements of “Lean” and “Six Sigma”. Every year the Executive Team select a major council business process for review having taken into consideration the results of an Organisational Diagnostic tool, emerging factors such as sector or Government trends/initiatives and relevant local issues.

Processes reviewed using this methodology to date are:-

- 2007–2008 • Statutory Planning Process
- 2008–2009 • WorkCover/Return to Work Process
  - Management Induction Program
- 2009–2010 • City Improvement Program
  - Stage 2 of Statutory Planning Process
  - Food Services re-design to meet requirements of the Regional Food Kitchen Model
- 2010–2011 • Completion of the Food Services re-design for the Regional Food Kitchen
  - Review of Council’s Procurement Process in conjunction with Victoria Government’s initiative Council’s Reforming Business Program
- 2011–2012 • Library Services introduction of Radio Frequency Identification Technology (RFID)

In collaboration with this annual program internal facilitators have been trained in the adopted methodology and they also carry out improvement projects at the local level.

Additional information on the improvement methodology or summaries of the improvement projects undertaken can be obtained from the People and Procurement Services Department on 9239 5245.

The Service Summaries ‘A Year in Review’ outlined in the following section, provide a snapshot of the services and achievements of Council’s individual Service Units which are required to continuously review and improve their service delivery.

## Community Satisfaction

The Local Government Satisfaction Survey is conducted annually by the Department of Planning and Community Development. This survey was significantly changed for 2012, and Council made a decision not to participate as the results would not be an accurate comparison to previous years’ survey results.

Council will reconsider participation in the Satisfaction Survey in 2013.

Council undertakes regular community consultation and provides several opportunities for residents and customers to provide feedback on their satisfaction with Council services.

In 2012, extensive consultation is being undertaken in the lead up to the development of the new Council Plan. Council is undertaking an online survey and holding several focus groups to identify the priorities and issues that are the most significant for residents. The results of the consultation will also be used to inform the development of other plans across the organisation, such as the Community Wellbeing Plan.



## Risk Management

The City of Greater Dandenong maintains an effective risk management program to ensure that exposure to operational, legal, material, contractual and financial risk is minimised.

Council complies with its obligations under the Local Government Act 1989 and maintains the risk management practices, principles and procedures in accordance with the Australian Standard AS/NZS ISO31000:2009 which addresses the process of risk identification, risk control, risk evaluation, risk treatment and risk financing.

### Insurance

Council has in place an insurance program whereby insurance is called upon for catastrophic losses only. Council carries a high deductible (policy excess) for all classes of insurance and is thus established as a 'self-insurer' for all claims other than major losses. This has proven to be cost effective in maintaining lower premiums.

Public liability claims against Council continue to be of some concern, however recent tort reform has proven to be beneficial bringing about a reduction in the number and value of claims. Council continues to take a position wherein such claims are vigorously contested in accordance with legal precedent and statute law.

This year Council joined the MAV Insurance – Municipal Liability Insurance Scheme (MLI) in line with all other Victorian and Tasmanian Councils. All other general insurances remain with the Council's existing broker AON Risk Services.

### Strategies

Council has established a Risk Financing Strategy whereby monies are set aside annually, in a contingency fund, to be used in the event of catastrophic loss so as to minimise adverse impact on the operating budget.

Risk is also recognised as a key component of contemporary management practice across the organisation. Senior officers are required to identify and monitor potential risk situations in all aspects of their business. The effective management of risk is part of a senior officer's performance review process and is recognised within their business plan.

A risk register has been implemented which contains both operational and strategic risks as identified by Council's business units. These risks are monitored on a quarterly basis to ensure that effective controls are maintained and to ensure there is adequate mitigation of risk.

### Business Continuity

A plan is in place to address the issues of business continuity so that the functions of Council can be continued in the event of a disaster affecting the operations and delivery of service with specific reference to 'Building Access Denial', 'Significant Staff Absence' (Pandemics) and 'IT Disaster and Records Recovery'.

### Membership

Council is an active Corporate Member of the Risk Management Institution of Australasia (RMIA) and supports the activities of the Local Government Professionals (LGPro) Special Interest Group for Risk.

Council is also a member of the Continuity Forum, an active network of organisations with a shared interest in developing resilient continuity and disaster recovery plans.

# National Competition Policy (NCP) Compliance: 2011-2012

## Certification by Chief Executive Officer

Greater Dandenong Council has complied with the requirements of the National Competition Policy (NCP) for the period 1 July 2011 to 30 June 2012, in accordance with the requirements outlined in National Competition Policy and Local Government (Revised 2011) as set out below:

<p><b>A. Trade Practices Compliance</b></p> <p><i>State whether the Council is compliant or non-compliant. If non-compliant, justify or cite actions to redress.</i></p>	<p>Greater Dandenong Council is Compliant</p>
<p><b>B. Local Laws Compliance</b></p> <p><i>State whether the Council is compliant or non-compliant. List any local laws made or remade during 2011-2012 which impose a restriction on competition:</i></p>	<p>Greater Dandenong Council is Compliant</p> <p>Council has previously established Local Laws compliance and in 2011/2012 no new or amended Local Laws were introduced.</p>
<p><b>C. Competitive Neutrality Compliance</b></p> <p><i>State whether the Council is compliant or non-compliant for all significant businesses. List any significant businesses that are non-compliant:</i></p> <p>— — —</p>	<p>Greater Dandenong Council is Compliant</p>

I certify that:

- a) this statement has been prepared in accordance with the 2011-2012 National Competition Policy reporting guidelines; and
- b) this statement presents fairly the Council's implementation of the National Competition Policy.

Signed:

  
John Bennie  
Chief Executive Officer

Date: 11 September 2012



Greater Dandenong Council received accreditation as a breastfeeding friendly workplace. This progressive initiative places Council at the forefront of local government in Melbourne. New mums will be offered lactation breaks, flexible work options and private rooms for breastfeeding.

# Community Relations



Noble Park Aquatic Centre 'water for all' was opened February 2012



# Community Plan - Imagine 2030

The Community Plan – Imagine 2030 – outlines the key themes and priorities for the community’s vision for the future of Greater Dandenong. These are organised under three main themes: People, Place and Opportunity.

The Community Plan was developed following an extensive consultation program throughout 2008 and 2009.

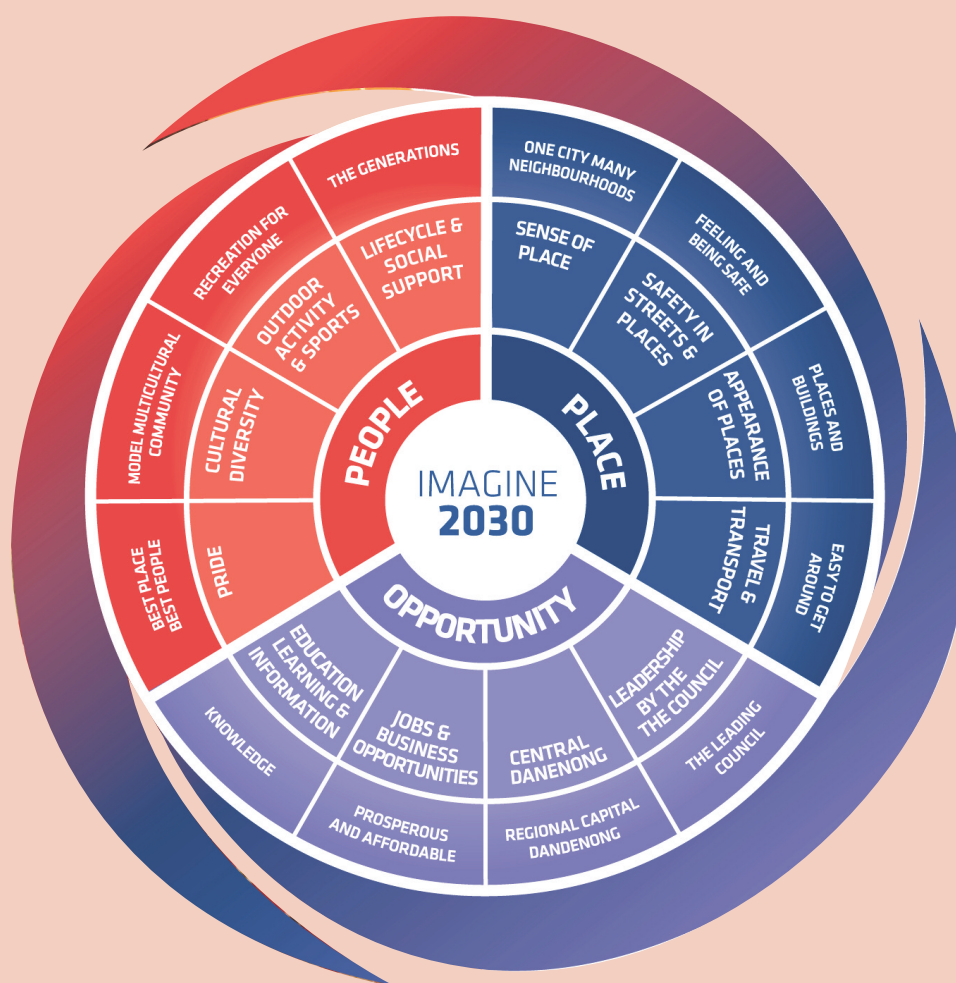
This consultation also informed the planning stages of the Council Plan 2009–2013, and other plans such as the Community Wellbeing Plan.

Council adopted a new Community Consultation Policy in May 2011 that outlines the principles for community consultation.

Community members are encouraged to participate in the community consultation processes that Council undertakes. This assists Council to be aware of the community’s needs and priorities.

There are always several opportunities throughout the year to participate in consultation and Council is always actively seeking the community’s input.

In 2012 Council is undertaking community consultation to again assess the community’s priorities. The findings from this consultation will inform the development of the next Council Plan 2013–2017, and will also be used as a foundation for other planning and consultation processes.



## Health and Wellbeing in our Community

The City of Greater Dandenong Community Wellbeing Plan was developed for the period 2010–2013.

The Community Wellbeing Plan is a requirement under the Public Health and Wellbeing Act, 2008 (section 26) which states that all Councils must develop a four-year Municipal Public Health and Wellbeing Plan (known as the Community Wellbeing Plan in The City of Greater Dandenong) within 12 months of each general election of Council.

The Act specifies Council's functions and responsibilities with regards to Public Health and Wellbeing, and the Plan outlines how Council will fulfill these and contribute to improved Public Health and Wellbeing outcomes for residents in the municipality.

The functions of Council, under the *Public Health and Wellbeing Act 2008 (Vic) s.24* are:

- creating an environment which supports the health of members of the local community and strengthens the capacity of the community and individuals to achieve better health
- initiating, supporting and managing public health planning processes at the local government level
- developing and implementing public health policies and programs within the municipal district
- developing and enforcing up-to-date public health standards and intervening if the health of people within the municipal district is affected
- facilitating and supporting local organisations whose work has an impact on public health and wellbeing to improve public health and wellbeing in the local community
- coordinating and providing immunisation services to children living or being educated within the municipal district
- ensuring that the municipal district is maintained in a clean and sanitary condition.

The Priority areas of the Community Wellbeing Plan are:

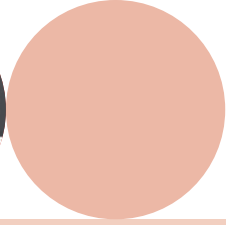
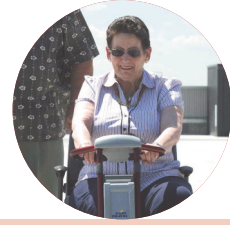
- travel and transport
- safer communities
- sustainable communities
- education, lifelong learning and participation
- environmental sustainability for healthy lifestyles
- inclusion and respect
- physical activity, leisure and recreation.

The Community Wellbeing Plan is reviewed annually. The main achievements for 2011–2012 were:

- development of the Food Services Distribution Centre
- finalised a Road Management Plan that reviewed levels of service to deliver safe footpaths.
- a special event held in November 2011 to promote health and vitality to women in business – included nutrition, fitness and mental and emotional health
- introduced the weekly 'Station Sessions' at Dandenong Rail Station to provide a positive atmosphere
- implementation of the Playground Strategy saw six playgrounds upgraded and the new regional playground at Dandenong Park constructed.

The *Community Wellbeing Plan 2010–2013* is available on Council's website [www.greaterdandenong.com](http://www.greaterdandenong.com)





## Prevention Community Model – Preventative Health

In 2011–2012 Council secured \$4.3 million funding from the Victorian and Federal Governments to implement the Prevention Community Model over a four-year period. The initiative aims to improve people's health where they live, learn, work and play. The focus is encouraging healthy eating and physical exercise, and reducing smoking and harmful alcohol use. Ten staff have been employed to work across three main settings – workplaces, schools and early learning centres – and the wider community with the view to reducing preventable chronic disease in the City of Greater Dandenong.



## State of the Environment Report

The State of the Environment report is a management tool used to collate and assess data to enable an evaluation of environmental trends. This information is then used to revise policies and procedures, with the overall objective of improving the state of the environment. The report illustrates Greater Dandenong's commitment to maintaining the health of the natural environment, reducing ecological impact and building a sustainable future for residents.

The 2011–2012 State of the Environment Report centres upon the themes of biodiversity, water, waste, sustainable transport and climate change.

Through a number of initiatives, the Council aims to:

- improve biodiversity and the health of ecosystems throughout the municipality
- assume a sustainable approach to the management and use of water resources

- commence an integrated method of waste management across the municipality
- implement a safe integrated sustainable municipal transport system
- reduce greenhouse gas emissions and increase the resilience to the impacts of climate change across the municipality.

The actions identified in this report have specific objectives which focus on achieving intermediate outcomes, and have been established through consultation with the relevant departments responsible for their implementation.



## Disability Action Plan

The fourth Disability Action Plan and the Disability Policy are now in the second year of implementation. Availability of these documents continues to be advertised widely to the Greater Dandenong community.

### Information

A newly created e-newsletter has been developed and is now sent to upwards of 280 local people with disabilities and their organisations. The newsletter provides information on services and encourages participation in consultative opportunities.

### Consultation

During the year staff from Council and local people with disabilities met regularly to influence state wide and regional projects to ensure greater access and inclusion for people with disabilities. Topics included access to parking, streets, recreation and transport.

### Employment

Council is working with the Australian Network on Disability to offer work experience and traineeship opportunities for people with disabilities.

### Buildings

An access audit of Council's buildings has been completed and a 20-year action plan to meet access requirements for these buildings is being developed. Major projects such as the Noble Park Aquatic Centre redevelopment feature ceiling hoists and automatic beds in three accessible change rooms. Ramps and hoists have also been made available to the two new pools.

### Housing

A focus group of people with disabilities provided input to inform the development of Council's Housing Strategy. A series of site visits were held to introduce key staff at Council to innovative housing design options within Greater Dandenong for people with disabilities.

### Research

During the year we researched the need for hearing assistance technology to improve customer service and the need for communication boards.

### Technology

The year has seen an emphasis on technology to assist people to be better able to hear. Hearing augmentation equipment was purchased to assist Community Care staff to help residents to hear in-home assessments. Counter mounted equipment has been made available for Customer Service. The availability of the National Relay Service has been advertised on Council's website and staff training sessions in the use of this equipment have been provided.

### Maps

The new Springvale Access Map has been developed and the existing Noble Park Access Map reprinted due to strong demand.

### Training

The Disability Action Plan is introduced to all new Council staff as part of the Induction Program. This is to ensure everyone is aware of the requirement for all Council staff to take responsibility for access and inclusion for people with disabilities.

Council staff have been trained in the use of hearing augmentation equipment in our customer service area.

Council, Leisure Linkup and Belgravia Leisure are developing new training opportunities for staff at Council's leisure centres.

### Interfaith Tour

The Interfaith Network ran a Tour of the Places of Worship for people with disabilities. It was so successful the tour will run again in December 2012.

An electronic version of these documents are available on Council's website at [www.greaterdandenong.com/disabilityplanning](http://www.greaterdandenong.com/disabilityplanning)



Hundreds of people celebrated Australia Day 2012 with a variety of entertainment, children's activities and food. In addition, the Australia Day Awards recognised four outstanding individuals in the Greater Dandenong community. A citizenship ceremony was held with more than 90 people pledging an oath to Australia.



# Community Grants Program



Noble Park Community Centre received Community Grants support to help stage the ever-popular Noble Park Community Art Show.



## Community Grants Program

The City of Greater Dandenong's community funding programs support the community through the allocation of funds for programs and activities. It is administered through the Community Development Unit of the Community Services Directorate.

### Community Support Grants Program

The Community Support Grants Program allows not-for-profit community groups to apply for funding to support projects, programs, and activities that will benefit residents of the City of Greater Dandenong.

Community groups can apply for up to \$20,000. The program is run twice annually with closing dates in March–April and September each year. Eligibility and assessment criteria are set out in the guidelines for the program.

### Sponsorship Program

The City of Greater Dandenong provides Sponsorships for major events and other activities that attract a significant number of visitors to the municipality, thereby boosting the local economy, or promote Greater Dandenong as a great place to live, work, and invest.

### Community Funding Agreements

Community Funding Agreements are intended to provide funding for ongoing, longer term programs and services that have demonstrated significant community benefit, however do not meet the eligibility criteria and purpose of the Community Support Grants Program or the Funding and Service Agreements Program.

### Funding and Service Agreements

Council provides Funding and Service Agreements to key service organisations within the municipality for a three year period. These agreements aim to provide greater certainty and continuity of funding to enable longer term service planning.

### Councillor Donations Fund

The Councillor Donations Fund is open both to groups and individual residents of the City of Greater Dandenong:

- not-for-profit community groups can request up to \$1,000 for projects, programs, or activities that will benefit residents of the City of Greater Dandenong
- individuals can request up to \$750 for travel and accommodation expenses to participate in elite sports events, to perform or produce works of art, or for training to serve the community as a volunteer.

Information about the purposes for which requests can be considered is attached to the request form. The program is open year-round with no specific closing date.

Community Support Grants and Councillors Donation Fund forms are located on Council's website at [www.greaterdandenong.com](http://www.greaterdandenong.com)

## Community Support Grants Program (CSGP)

### Round 1

Applicant Name	Project Title	Amount Granted (incl. GST)
AA Combined Groups at Palm Plaza	Alcoholics Anonymous group meetings to enable problem drinkers to stay sober and seek recovery from alcoholism	\$10,374.00
Acholi Women's Group Association Inc.	A celebration of African life and culture in greater Dandenong	\$2,500.00
Afghan Australian Association of Victoria Inc.	Community upbringing - social support and information sharing for Afghan migrants and refugees	\$2,000.00
AIESEC Monash	Active Youth leadership program for 10 to 12-year-olds	\$1,000.00
ARAFEMI Vic Inc.	Fostering recovery through art (FRART) therapy program for people with mental illness	\$4,894.50
Association of Hazaras in Victoria Inc.	Driving project for Afghan women	\$3,000.00
Association of Hazaras in Victoria Inc.	End of Ramadan celebration	\$1,500.00
Aus Audio Visual Arts Association Inc.	Medical seminar at Springvale Town Hall	\$1,000.00
Australian Breastfeeding Association	Antenatal breastfeeding education classes and postnatal mothers groups	\$2,385.00
Australian Burundian Community in Victoria Inc.	The Burundi Project - production of 5 Short Films	\$3,000.00
Burgher Association (Australia) Inc	End of year festivities ball	\$1,000.00
Country Women's Association - Dandenong Branch	Hall hire to support CWA activities	\$3,588.00
Dandenong & District Historical Society Inc	Purchase of a new photocopier	\$1,000.00
Dandenong Low Vision Group	Support to give the blind and vision impaired a better quality of Life	\$3,572.80
Dandenong Philatelic Society Inc.	Dandenong Philatelic Society promotion	\$500.00
Dandenong Tennis Club Inc.	All Abilities Open Club Active Program - introductory tennis program for people with disabilities, CALD communities, and Indigenous community	\$2,638.00
Epilepsy Foundation of Victoria Inc.	Ride 4 Epilepsy cycling fundraising event at Sandown Entertainment Centre	\$3,000.00
Freedom Day Club	Running of Freedom Day Club and producing a Vietnamese Service Directory	\$1,000.00
Fusion Theatre Inc.	No Limits - A play demonstrating the capabilities of people of mixed ability	\$10,000.00
Gould Group Limited	Strengthening links with Sudanese and Horn of Africa communities through multicultural school gardening	\$9,000.00





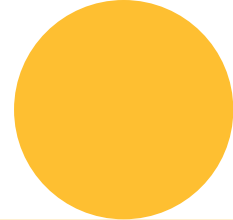
Applicant Name	Project Title	Amount Granted (incl. GST)
Instituto Nazionale Per La Guardia D'onore Alle Reali Tombe Del Pantheon (National Institute for the Guards of Honour to the Royal Tombs of the Pantheon) Inc.	Social functions for multicultural senior citizens to foster harmony and wellbeing in the Community	\$3,200.00
Interfaith Network of the City of Greater Dandenong Inc.	Annual Gathering of the Interfaith Network at The Drum Theatre, Dandenong	\$10,000.00
Khmer Community of Victoria Inc.	Cambodian Community New Year Festival	\$2,000.00
M.E. (Chronic Fatigue Syndrome) Society of Victoria Inc.	Friendship and educational Linkages	\$3,000.00
Magwi Development Agency Australia Victoria Branch Inc.	Launching Day - assist with establishment and launch of the organisation to support recently arrived Sudanese refugees	\$500.00
Malayalee Association of Victoria Inc	Onam Festival of Kerala	\$2,930.00
Neighbourhood Watch Victoria - Greater Dandenong Branch	Purchase of community information trailer	\$1,000.00
New Stars Basketball Association Inc.	Study Hall and Ball - a program of sports and homework support for disadvantaged youth	\$20,000.00
Noble Park Chess Club	Noble Park Chess Club - junior introductory program	\$1,000.00
Noble Park Community Centre Inc.	The Noble Park Community Art Show	\$2,500.00
Noble Park Occasional Childcare Inc.	Multicultural celebration days	\$500.00
Noble Park Special Development School	Teen Club: an out of school recreation and leisure program for young people with a disability	\$5,000.00
Playgroup Victoria Inc.	Resourcing playgroups - purchase of furniture and equipment to assist venue move	\$1,000.00
Rotary Club of Noble Park	Assist the establishment costs of the Dandenong and District Charity Bowls Day	\$1,500.00
Scope Victoria Ltd	Balloon Football League (BFL) - a competitive team sport for people with disabilities	\$3,700.00
Serbian Community Association of Australia Inc.	Increasing health and wellbeing amongst disadvantaged Serbian youth	\$2,000.00
South Eastern Arts Festival Inc.	A Festival / Eisteddfod of music and an art exhibition	\$2,750.00
South Eastern Region Melbourne Oromo Community Association in Victoria	Oromo Refugee Welcome Day	\$2,500.00
Springvale Indochinese Mutual Assistance Association (SICMAA)	Children's Moon Festival Concert	\$3,500.00
Sri Lankan Study Centre for Advancement of Technology and Social Welfare	University and career advice seminar for VCE Students	\$1,500.00
St John Ambulance Australia (Victoria) Inc.	Essential equipment for volunteers - first responder kits	\$1,000.00



<b>Applicant Name</b>	<b>Project Title</b>	<b>Amount Granted (incl. GST)</b>
St Mina and St Marina Coptic Church Seniors Group	Weekly social activities for Coptic senior citizens	\$500.00
Sudanese Disability Action Group in Victoria Inc.	Disability support group - visits to independent living centre to source living and mobility aides and devices	\$3,500.00
Tamil Senior Citizens Fellowship (Vic) Inc	Monthly luncheon meeting at Paddy O'Donoghue Centre	\$725.00
U3A Dandenong Inc.	U3A Dandenong Annual Art and Craft Show	\$500.00
Victoria Samoan Advisory Council (VICSAC) Inc.	Host a Pacific elderly network forum at Menzies Hall Dandenong	\$3,000.00
Victoria Samoan Advisory Council (VICSAC) Inc.	Cultural festival in Dandenong Park	\$5,000.00
Victorian Tamil Cultural Association Inc.	Set up a website for the group and purchase a computer and multi-purpose printer	\$2,000.00
Vision Australia Limited	Tandem bikes for all abilities in Greater Dandenong	\$1,000.00
Wallara Australia Ltd	Making Sense of My Senses - a pilot sensory therapy program	\$5,000.00
Windmill Theatre Company Inc	Theatre hire for performances of June 2012 musical theatre production at The Drum Theatre	\$15,000.00
Young African Connection	Establishing YAC and one-day multicultural soccer tournament	\$2,000.00
<b>TOTAL (including GST)</b>	<b>52 applications funded</b>	<b>\$176,257.30</b>
<b>TOTAL (excluding GST)</b>		<b>\$169,283.27</b>

## Round 2

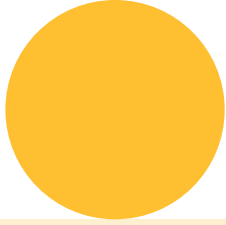
<b>Applicant Name</b>	<b>Project Title</b>	<b>Amount Granted (incl. GST)</b>
Acholi Women's Group Association Inc.	Establishment of an African clothing and hand crafts stall	\$6,073.00
Afghan Australian Philanthropic Association	Afghan New Year celebration at Springvale Town Hall	\$1,500.00
Association of Indian Origin Tamils of Sri Lanka (AUST)	Cultural event for the Sri Lankan Tamil community	\$600.00
Aus Audio Visual Arts Association Inc.	Free medical seminar - Springvale Town Hall	\$1,200.00
Australia-Burma Society	Multicultural homework support program	\$2,500.00
Australia-Burma Society	Community roundtable & newsletter	\$1,500.00
Australia-Burma Society	Burma New Year Celebration	\$2,000.00
Australia-Burma Society	Sports for diverse young people	\$4,150.00
Australia-Burma Society	Burmese Women's Community Leadership Project	\$3,400.00



<b>Applicant Name</b>	<b>Project Title</b>	<b>Amount Granted (incl. GST)</b>
Australian Albanian Community Association of Dandenong	Annual Albanian Festival at Dandenong Park	\$4,000.00
Australian Hazara Students Group	National Hazara youth conference & service delivery	\$2,000.00
Bangladesh Cultural Group Inc.	Massive Field Day - A Bangladeshi community event	\$1,500.00
Cambodian Association of Victoria Inc.	Healthy living and social cohesion project - aqua aerobics and social activities for seniors	\$3,000.00
Cambodian Association of Victoria Inc.	Cambodian Association of Victoria (youth group)	\$5,000.00
Cambodian Association of Victoria Inc.	Womens Group - social cohesion, self esteem and self reliance	\$2,000.00
Centre for Multicultural Youth (CMY)	Lighting the Way - exploring migration and multiculturalism through puppetry	\$3,000.00
Chanh Dao Buddhist Youth Association	Chanh Dao Dance Project	\$1,000.00
Chollo Community Christian Fellowship Inc.	Community women's sewing group	\$2,000.00
Chollo Community Christian Fellowship Inc.	Information sessions and excursions for Sudanese youth	\$1,400.00
Dandenong Theatre Company Inc.	DTC Play Production	\$6,000.00
Extended Families Australia	Volunteer recruitment campaign	\$3,000.00
Extended Families Australia	Nhip Cau Vietnamese Friendship Group - children with disabilities	\$6,000.00
Hazara Australian Community Association of Victoria	Afghan New Year Celebration in Dandenong North	\$2,000.00
Keysborough Learning Centre	Understanding bullying in children and teenagers	\$2,000.00
Liech Nuer Community Association in Australia	Living in Harmony with Wider Australian Communities Conference	\$2,500.00
Lions Club of Noble Park Keysborough Inc.	2012 Summer Community Festival	\$15,000.00
Logomua Fono Samoa Inc.	Young Samoans Polynesian dance group	\$2,000.00
Nasir Community Association Inc	Nasir community students' homework support	\$2,500.00
Noble Park Community Action Forum Inc.	Community awareness, education & community building campaign	\$1,000.00
Noble Park Community Centre Inc.	Noble Park Community Garden and Sustainability Education Project	\$10,000.00
Noble Park Occasional Childcare Inc.	The Joy of Books - encouraging reading in pre-school children	\$600.00
Noble Park Special Development School	Siblings Social Club - socialisation and support for young people with a sibling with a disability	\$5,000.00
Polish Community Council of Victoria	Polish Carers Group	\$1,000.00



Applicant Name	Project Title	Amount Granted (incl. GST)
Rajasthani Kutumb of Victoria	Gangaur Mela Event - A Cultural Celebration from Rajasthan	\$2,000.00
Serbian Community Association of Australia Inc.	Children's health and wellbeing workshops and family fun days	\$3,000.00
SEWA International (AUST)	Indian seniors access project	\$1,000.00
South East Local Learning and Employment Network	Afghan parents information session on the Victorian education system	\$625.00
South Sudan Equatorians Association Inc.	Equatorian Day / Christmas Celebration	\$2,470.00
South Sudan Equatorians Association Inc.	Establishment of two junior soccer teams	\$1,000.00
Southern Ethnic Advisory & Advocacy Council	PIE 2012 (Participation, Information, Engagement) - for recently arrived migrant and refugee young people	\$7,000.00
Special Olympics Australia - Dandenong Valley Region	Basketball training and competition for people with intellectual disabilities	\$1,200.00
Springvale Neighbourhood House Inc.	Learn, Share and Discover - a skills program for refugee women	\$3,000.00
Springvale Neighbourhood House Inc.	Celebrate Our Diversity Day 2012	\$3,000.00
Springvale Seniors Table Tennis Club	Venue hire of Springvale Learning & Activity Centre for seniors table tennis	\$1,000.00
Three Seas - Community, Culture, Confidence	Three Seas - Community, Culture, Confidence - Life and Leadership Skills for Pacific Youth	\$10,000.00
U3A Dandenong Inc.	Purchase of computer equipment for classes	\$1,200.00
Uniting Care Community Options (UCCO)	Opening Doors - a community leadership program for social inclusion.	\$1,100.00
Victorian Multi Ethnic Slavic Welfare Association Inc.	Stay active and confident in society, irrespective of age or culture	\$1,000.00
Wallara Australia Ltd	Wallara - Chisholm Drama Group - theatre development for people with intellectual disabilities and disadvantaged young people	\$4,000.00
Willow Lodge Social Club	Purchase of media equipment	\$1,000.00
Willow Lodge Village Residents Committee	Establishment of the Willow Lodge Residents Committee	\$2,000.00
Women's Health in the South East Inc.	WHISE Family Violence Women's Support Group	\$5,000.00
Xinjiang Chinese Association of Australia, Inc.	Australia Day and Chinese New Year Celebration 2012	\$3,000.00
Youthworks Victoria	Youth Fusion - Youth Engagement at the Pop-Up Park	\$5,000.00
<b>TOTAL (including GST)</b>	<b>54 applications funded</b>	<b>\$165,018.00</b>
<b>TOTAL (excluding GST)</b>		<b>\$157,138.43</b>



## Sponsorships Program

Applicant Name	Project Title	Amount Funded (incl. GST)
Creativity Australia Ltd.	Greater Dandenong Sings - a With One Voice community inclusion choir program	\$13,200.00
Dandenong Agricultural & Pastoral Society Inc	Dandenong Show 2011	\$16,500.00
Dandenong Basketball Association Inc.	Dandenong Jayco Rangers WNBL Basketball Team	\$33,000.00
Greater Dandenong Chamber of Commerce	Greater Dandenong Carols by Candlelight 2011	\$11,000.00
Greater Dandenong Chamber of Commerce	Greater Dandenong Race Day 2012	\$18,700.00
Latin American Friendship Fonda la Clinica of Victoria Inc.	Chilean Latin American September Festival 2011	\$5,000.00
Noble Park Football Club (Athletics Division)	City of Greater Dandenong - Noble Park Gift 2012	\$4,400.00
Orchid Societies Council of Victoria	OSCOV Melbourne Orchid Spectacular 2011	\$2,500.00
Springvale Asian Business Association	Springvale Lunar New Year Festival 2012	\$17,050.00
Vietnamese Community in Australia - Victoria Chapter	Vietnamese Tet Festival 2012	\$5,500.00
<b>TOTAL (including GST)</b>	<b>10 applications funded</b>	<b>\$126,850.00</b>
<b>TOTAL (excluding GST)</b>		<b>\$116,000.00</b>

## Community Funding Agreements

Applicant Name	Project Title	Amount Funded (incl. GST)
Cambodian Association of Victoria	Ethnic youth development worker and cambodian disadvantage project	\$22,000.00
Care & Communication Concern	Hand Brake Turn Dandenong	\$19,800.00
South Eastern Region Migrant Resource Centre	Multicultural sewing centre	\$11,000.00
<b>TOTAL (including GST)</b>	<b>3 programs funded</b>	<b>\$52,800.00</b>
<b>TOTAL (excluding GST)</b>		<b>\$48,000.00</b>



## Funding and Service Agreements

Applicant Name	Project Title	Amount Funded (incl. GST)
Dandenong Community Advisory Bureau Inc.	Operational support	\$148,098.50
Springvale Community Aid & Advice Bureau Inc.	Operational support	\$231,035.20
Dandenong Neighbourhood House Inc	Operational support	\$63,046.50
Keysborough Learning Centre Inc	Operational support	\$50,831.00
Noble Park Community Centre Inc	Operational support	\$36,059.10
Springvale Learning and Activity Centre Inc	Operational support	\$36,059.10
Springvale Neighbourhood House Inc	Operational support	\$61,693.50
Wellsprings for Women Inc	Operational support	\$74,604.20
Dandenong and District Benevolent Society Inc	Operational support	\$14,328.00
Dandenong and District Benevolent Society Inc	Rental support	\$18,084.00
Springvale Benevolent Society Inc	Operational support	\$14,328.00
St Vincent de Paul Society	Operational support	\$15,760.80
KLC - Open Door	Operational support	\$15,760.80
Joey's Van	Operational support	\$8,197.20
We Care Community Services Inc	Operational support	\$15,760.80
Cornerstone Contact Centre Inc	Operational support	\$15,760.80
<b>TOTAL (including GST)</b>	<b>16 organisations funded</b>	<b>\$819,407.50</b>
<b>TOTAL (excluding GST)</b>		<b>\$749,165.00</b>

## Councillor Donations Fund

Applicant Name	Project Title	Amount Funded (incl. GST)
Albanian Sakie Islamic Society of Dandenong Inc.	Organise the annual youth camp in Mt Eliza	\$1,000.00
Anna Du	Assist to attend international table tennis tournaments.	\$200.00
Arabic Women Seniors Group	Hold 2 Eid celebrations	\$1,000.00
Australia Burma Society Inc.	Celebrate the Lantern Festival	\$300.00
Australia Sri Lanka Welfare Guild Inc	Organise a lunch and an afternoon tea for members	\$200.00
Australian Aphasia Association	Allow residents of Greater Dandenong to attend the Living Well With Aphasia 2012 conference	\$1,000.00



Applicant Name	Project Title	Amount Funded (incl. GST)
Australian Hazara Students Group Inc.	Organise the All Hazara Mathematics Competition 2011	\$150.00
Bojan Tomic	Assist Bojan to compete in the National Karate Championships	\$50.00
Buddhist Sri Lanka Association of Victoria	Celebrate the Sri Lankan New Year Festival Cultural Event in April	\$250.00
Cambodian Association of Victoria	Hold a Mother's Day celebration and a visit to the Royal Botanical Gardens	\$400.00
Cambodian Australian Christian Church	Assist with petrol costs for volunteer drivers	\$200.00
Cameron Andre	Participate in a basketball tour of the USA and Canada	\$150.00
CatholicCare Archdiocese of Melbourne (CatholicCare)	Organise an excursion to Phillip Island	\$150.00
Ceylonese Welfare Organisation Inc	Organise a mid-year luncheon at the Springvale Supper Room	\$500.00
Ceylonese Welfare Organisation Inc.	Stage an end-of-year celebration	\$200.00
Chollo Community Christian Fellowship Inc	Purchase a sound system	\$150.00
Cook Islands Women's Federation of Victoria Inc.	Celebrate Cook Islands International Women's Day of Prayer 2012	\$100.00
Councillor Initiated Activity	Anzac Day Bus Service	\$2,862.20
Croatian Senior Citizens Group of Keysborough Inc	Hire a bus for an excursion to Daylesford - Hepburn	\$150.00
Damien Peters	Assist Damien to represent Victoria at the 2012 FFA National Futsal Championships	\$350.00
Dandenong and District Benevolent Society	Assist with tip fees to dispose of unwanted donations	\$450.00
Dandenong and District Orchid Club Inc.	Purchase a camera to photograph displays	\$150.00
Dandenong and District Agricultural and Pastoral Society Inc.	Assist with prize money for five running races	\$800.00
Dandenong and District Toy Library	Purchase a computer and printer for the library	\$300.00
Dandenong Basketball Association	Host a cluster round of the National Wheelchair Basketball League	\$100.00
Dandenong Central Senior Citizens	Hold a birthday celebration for the club	\$300.00
Dandenong City Bowling Club Incorporated	Purchase trophies for the Dandenong Champion of Champions event	\$500.00
Dandenong City Soccer Club	Purchase new portable goals	\$755.00
Dandenong Eid Festival Inc.	Organise an Eid al Adha Festival at Dandenong Park	\$1,000.00
Dandenong Greek Senior Citizens Club	Hold a Christmas Luncheon	\$100.00
Dandenong Greek Senior Citizens Club	Stage an excursion to Phillip Island	\$200.00

Applicant Name	Project Title	Amount Funded (incl. GST)
Dandenong North-East Kindergarten Inc	Purchase a new computer	\$1,000.00
Dandenong Thunder Soccer Club	Assist with purchasing new equipment	\$1,000.00
Dandenong War Widows Association	Assist with bus hire for an excursion	\$500.00
Daniel Hamilton	Assist Daniel to participate in the National Championships in Hobart	\$200.00
DSD Basketball Club	Purchase trophies for the presentation day	\$350.00
Eelam Tamil Association Victoria Inc.	Organise a Tamil Cultural Festival	\$100.00
Foster Street Traders (Little India) Association Inc.	Organise a Bollywood Festival	\$400.00
Greek Community of Springvale	Organise a Christmas meal for the members	\$750.00
Greek Senior Citizens - St Athanasios	Provide a celebration lunch	\$1,000.00
Hamid Sahadat	Fly to Argentina to train with CA River Plate	\$200.00
Harrisfield Primary School	Stage a production at The Drum Theatre	\$250.00
Hatham Omar	Assist Hatham to play for Victoria at a Beach Volleyball Championships	\$200.00
Hayley Micheluzzi	Assist Hayley to participate in three cheerleading competitions in the USA	\$100.00
Heming Hu	Assist with the fees which include accommodation, flights and entry fees	\$350.00
Heming Hu	Travel to Sydney for the Olympic team try-outs	\$400.00
Holy Mother Mary of Montevergine	Stage the annual festival for our Holy Mother at St Gerard's Church	\$200.00
Iraqi Australian Solidarity Association Inc.	Stage a community swimming day	\$300.00
Italian Elderly Citizen Club Noble Park Inc	Celebrate the Club's 21st Anniversary	\$750.00
Italian Elderly Citizen Club Noble Park Inc	Stage a trip to Crown Casino	\$250.00
Italo-Spanish Club Inc	Cover the cost of the final meeting, Christmas lunch and gifts for the members	\$300.00
Italo-Spanish Club Inc	Stage a 27th Anniversary celebration	\$250.00
James Davis	Compete in the Fiji International and the Shukokai Open in Italy	\$300.00
Jasna Dolic	Research Sevdah music in Bosnia and Herzegovina	\$300.00
Jasna Dolic	Prepare music CDs for the song Smile	\$100.00
Jikany Community Association in Victoria Inc.	Stage a cultural celebration	\$100.00
Jovan Sancanin	Assist Jovan to participate in the Australian Go-Kan-Ryu Championships in Sydney	\$400.00
Keysborough Bowls Club Inc	Purchase a trailer	\$300.00
Keysborough History Group	Assist with hall hire and purchase ore-flute, paper, dvds etc.	\$1,000.00



<b>Applicant Name</b>	<b>Project Title</b>	<b>Amount Funded (incl. GST)</b>
Keysborough Learning Centre	Purchase materials for a community quilting project	\$175.00
Keysborough Netball Club	Purchase equipment for the club	\$100.00
Keysborough Primary School	Stage the Inaugural Greater Dandenong Maths Games Day for Year 5 and 6 Students	\$300.00
Keysborough Soccer Club	Provide uniforms and equipment to disadvantaged players	\$150.00
KPR Junior Football Club	Purchase new first aid kits	\$550.00
Lamezia Terme Senior Citizens Club	Organise a Christmas party	\$500.00
Latinos Unidos Inc	Replace a complete set of crockery, cooking utensils, table cloth	\$100.00
Latinos Unidos Inc.	Organise a dinner to celebrate the Club's anniversary	\$300.00
Lions Club of Dandenong Inc	Sponsor children to attend the Licola Village camp in September	\$850.00
Lopit Community Association of Australia Inc.	Celebrate Ikanga	\$100.00
Lyndale Football Club	Purchase a defibrillator	\$550.00
Macedonian Senior Citizens Group of the City of Greater Dandenong St Dimitrija Inc.	Celebrate Macedonian National Day	\$500.00
Macedonian Senior Citizens Group of the City of Greater Dandenong St Dimitrija Inc.	Celebrate Macedonian Women's Day	\$500.00
Maiwut Community Association of Australia Inc	Hold a community event at the Noble Park Community Centre	\$150.00
Melbourne Sri Vaishakya Youth Buddhist Association Inc	Assist with the organising of the Vesak Ceremony at the Noble Park Primary School main hall	\$150.00
Meridian Homeowners Association Inc.	Assist with setting up the Meridian Homeowners Association	\$300.00
Molise Club Melbourne Inc	Organise activities for Italian senior citizens	\$1,000.00
Napoli Family Club	Organise a Christmas Party	\$350.00
Napoli Family Club	Celebrate Mother's Day	\$400.00
National Institute for the Guards of Honour to the Royal Tombs of the Pantheon	Organise an end-of-year outing to the Bellarine Peninsula	\$1,000.00
National Seniors Australia-Dandenong District Branch Inc	Organise a day trip to Daylesford	\$150.00
Nigerian Society of Victoria Inc	Organise activities at the Annual General Meeting	\$250.00
Nigerian Society of Victoria Inc	Hold a community meeting at the Springvale Reserve Hall	\$200.00
Noble Park Afghan Women's Community Kitchen	Organise an Eid Festival celebration	\$100.00

Applicant Name	Project Title	Amount Funded (incl. GST)
Noble Park Country Womens Association	Hire a bus for a day trip	\$715.00
Noble Park Football Club Juniors	Assist children from new migrant families to take up junior football	\$550.00
Noble Park Football Club Juniors	Support four children from disadvantaged backgrounds	\$250.00
Noble Park Legacy Widows	Assist members with transport to places of interest	\$300.00
Noble Park North Multicultural Elderly Citizens Club	Organise an excursion to Geelong	\$400.00
Noble Park North Multicultural Elderly Citizens Club	Assist with bus transport for a social outing	\$250.00
Noble Park North Multicultural Elderly Citizens Club	Celebrate Mother's Day	\$350.00
North Dandenong Junior Football Club	Purchase a line marker	\$1,000.00
North Dandenong Senior Citizens Club	Hire a bus for the Christmas party	\$300.00
North Dandenong Senior Citizens Club	Hold a birthday party	\$200.00
Nuer Community in Victoria Inc	Stage a community event	\$100.00
Pandemonium Dance Crew	Compete at the World Supremacy Battlegrounds	\$100.00
Parkmore Junior Football Club Inc.	Assist disadvantaged children to take up junior football	\$550.00
Paul Tor	Play basketball in the United States	\$100.00
Philip Salue	Participate in a Rugby League Competition in Adelaide	\$100.00
Phillip Ilic	Assist with travel expenses, accommodation and tournament fees	\$600.00
Polish Senior Citizens Club Rowville	Hire a coach for the annual convention	\$200.00
Rashma Naveen Kalsie	Stage The Lost Dog as part of the Emerge Festival	\$150.00
Relay For Life Greater Dandenong	Stage the Relay for Life Greater Dandenong	\$100.00
Richard Truong	Play for the U19 Australian Gridiron Team at the World Cup Qualifier	\$125.00
Rodriguan Social Club of Vic	Organise a trip to Moama	\$150.00
Rotary Club of Springvale City	Organise a Multicultural Easter Event at Jells Park	\$200.00
Rotary Club of Springvale City	Support local 2012 activities	\$1,000.00
Sandown Cobras Football Club Inc	Help establish a football team for girls and boys with an intellectual disability	\$550.00
Sayed Mehoie Hussaini	Help Sayed to compete in the Canadian Shield 2011 Tournament	\$300.00
Seda Seren Demirkiran	Compete in a Taekwondo Championships to be held in Queensland	\$250.00



Applicant Name	Project Title	Amount Funded (incl. GST)
SEWA International (Aust.) Inc.	Establish a program of weekly yoga classes	\$250.00
Seychelles Social Club of Melbourne Inc.	Organise a social event for the Seychellois community	\$100.00
Shakti Migrant & Refugee Women's Support Group Melbourne Inc	Organise steering group meetings and volunteer training	\$150.00
Shared Vision - Group to be auspiced by Uniting Care Community Options	Purchase sewing machines and fabric	\$200.00
Sheryll Beasy	Participate in the Australian Darts Championship	\$100.00
South Sudan Equatorians Association Inc	Stage a Christmas celebration at Springers Leisure Centre	\$200.00
Springvale Benevolent Society	Assist with the printing of booklets for the Society's 50 years celebration	\$850.00
Springvale Community Garden	Improve the garden plots and purchase equipment	\$400.00
Springvale Community Garden	Purchase materials for garden plot borders	\$600.00
Springvale Italian Senior Citizens Club	Stage an excursion and picnic	\$1,000.00
Springvale Mandarin Network	Organise a Christmas party for the members	\$600.00
Springvale Mandarin Network	Stage an Easter function	\$400.00
Springvale Monash Legal Service	Run a Bring Your Bill clinic	\$200.00
Springvale Rise Primary School	Stage a centenary celebration	\$350.00
Springvale Senior Citizens Multicultural Club	Take the members to the Tivoli Theatre	\$300.00
Springvale United Soccer Club Inc	Purchase uniforms, equipment, and medical kits	\$1,000.00
Sri Lanka German Technical Training Institute Old Boys Association of Australia Inc	Stage a Sri Lankan New Year Festival	\$150.00
St Aidan's Anglican Church	Print a history book about St Aidan's Church	\$250.00
St Paul's S.E.S.A. Maltese Seniors Club	Hold a Special Christmas Dinner	\$250.00
Sudanese Community Association of Australia	Organise a forum to discuss youth issues	\$100.00
The Australian Vovinam Viet-Vo-Dao Association Inc.	Assist with hall hire and promotions	\$500.00
The Khmer Buddhist Centre Inc	Stage a celebration to mark the opening of the car park located at Springvalley Reserve	\$790.00
The Russian Seniors Club in Dandenong Inc	Assist with the organising of a one-day cultural event	\$400.00
The Spanish Speaking Friendship Club of Springvale	Partly cover the cost of the tai-chi program and the quilt-making initiative	\$200.00
The Spanish Speaking Friendship Club of Springvale	Stage an end-of-year celebration	\$200.00
The Spanish Speaking Friendship Club of Springvale	Celebrate Mother's Day and purchase wool for the knitting group	\$400.00



<b>Applicant Name</b>	<b>Project Title</b>	<b>Amount Funded (incl. GST)</b>
The United Vietnamese Buddhist Congregation of South Eastern Melbourne	Stage a celebration to mark the opening of the car park located at Springvalley Reserve	\$1,000.00
Three Sea's Community Culture Confidence	Organise a Community Leaders Meeting	\$100.00
Trent Nathan	Assist Trent to compete in the SSV Basketball Championships	\$250.00
Tri Thien Hue Mutual Assistance Association Inc.	Hold a Lunar New Year celebration	\$580.00
United Filipino Elderly Group Inc	Organise a picnic	\$200.00
United Filipino Elderly Group Inc.	Organise a trip or bbq	\$200.00
United Filipino Elderly Group Inc.	Celebrate the Club's 19th birthday	\$200.00
Vedran Tomic	Assist Vedran to compete in the National Karate Championships	\$50.00
Victoria Police Football Club	Organise the Journey of Resilience for 10 disadvantaged youth	\$350.00
Victorian Deaf Dart Club	Purchase team polo shirts, bags, and a first aid kit	\$250.00
Victorian School of Languages - Polish Faculty	Purchase awards for the end-of-year celebratory ball	\$200.00
Victorian Tamil Cultural Association Inc.	Stage the Thamilar Thirunal Thai Thirunal Thai Pongol Celebration	\$800.00
Vietnamese Australian Senior Association of Victoria (VASA-Vic) Inc.	Organise a Father's Day celebrations	\$1,000.00
Vietnamese Performing Arts Centre	Assist with hall hire for rehearsals	\$1,000.00
Willow Lodge Residents Committee	Assist with the printing of newsletter	\$750.00
Womens Better World Inc	Start an indoor soccer program for newly arrived migrants and refugees	\$450.00
Women's Health in the South East	Run an 8-week course teaching basic spoken English	\$150.00
Wurundjeri Tribe Land & Compensation Cultural Heritage Council Inc	Purchase uniforms for the netball team, accommodation and bus hire	\$300.00
Yarraman Oaks Primary School	Purchase furniture	\$200.00
Zevku Seda Turk Sanat Muzigi Inc.	Celebrate the 88th anniversary of Turkey's independence	\$550.00
<b>TOTAL (GST not applicable)</b>	<b>155 requests funded</b>	<b>\$61,502.20</b>

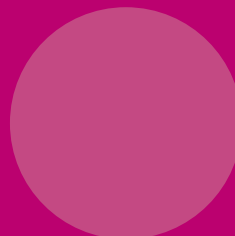
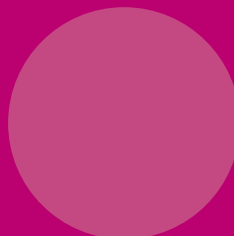
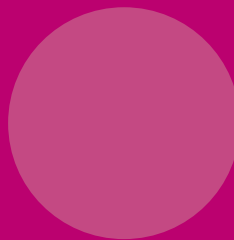
**The grand total amount allocated through all community funding programs in the 2011–2012 financial year was \$1,401,835.00 (\$1,301,088.90 excluding GST).**



Watcher Reserve Day Out – Music and more in the Park was a free family-friendly event held on 29 April 2012. It was enjoyed by hundreds of families who were entertained by an array of different dance groups and free family activities.



# Service Summaries - A Year in Review



## Building Services

Building Services maintain standards of amenity, habitation and safety in buildings. The unit provides services including building inspections, enforcement of safety standards, advice and consultation on building regulations issues and issuing of building permits. Building Services also provides copies of approved buildings and past permit details, activity reports to the Building Commission and variations to regulatory siting requirements.

## Achievements

- 244 essential safety measures inspections carried out resulting in safer buildings.
- Building compliance improved through education and enforcement including 13 prosecutions undertaken and 388 building notices and orders issued on non-compliant building work.
- 3,531 resident requests for information by solicitors and building surveyors answered within required timelines.
- 1,581 privately issued building permits recorded on Council's systems.
- 543 report and consent applications assessed, including 142 siting consents and 87 build over easement consents.



'number 8' multi-deck car park in Balmoral Avenue, Springvale has car park spaces on the site for 550 cars.

## City Improvement

This Unit consists of two teams.

The Project Delivery Team performs a project management function with the primary purpose of delivering Council's Capital Works program associated with its roads, drains facilities and open spaces. The Building Maintenance Team organises and carries out repair and maintenance activities to Council-owned buildings.

### Achievements

- 100 per cent of managed asset renewals completed.
- Completion of the award winning Noble Park Aquatic Centre (NPAC).
- Alterations and refurbishments completed at Shalimar Park Kindergarten, Milan Crt Dandenong North.
- Major upgrades were completed at Blackspot intersections at St James Ave & Princess Ave (new roundabout) and Corrigan Rd and Kingsclere Ave (new fully controlled right turn) improving road safety and traffic management.
- Building renewals and upgrades have been completed at more than 90 locations including air conditioning upgrades, asbestos removal, roof replacements, roof safety access upgrades, waterline & meter renewals, sewer line renewals, floor covering replacements, bathroom and toilet renewals, kitchen upgrades, security alarm upgrades, CCTV and access control systems and electrical switchboard upgrades.
- New practice nets completed at Keysborough Reserve.
- Turnstile system upgrade completed at Dandenong Stadium.
- Completed upgrade works at Dandenong Central Senior Citizens Centre.
- Pavilion extension construction commenced at Coomoora Reserve.
- Significant road renewal works have been completed across the municipality including crack sealing, major patching, roads to recovery program, resurfacing, rehabilitation and kerb/channel replacement.
- New carpark completed at rear of temples in Spring Valley Reserve, Springvale South.
- Six local level playgrounds offering a diverse and contemporary play experience for children of various age groups were renewed in accordance with councils playground strategy at; McKeon Circuit, Manks Court, Fillmore Road and Tirhatuan Park in Dandenong North, GJ Duggan Reserve in Noble Park North and Naomi Court in Keysborough.
- Sports ground drainage improvements were undertaken at George Andrews Reserve in Dandenong South and Barry Powell Reserve in Noble Park North to improve playability of the playing surfaces.
- Major improvements were undertaken at Menzies Avenue Reserve in Dandenong North in accordance with Council's Open Space Strategy, including new fencing, pathways, furniture, picnic shelter drinking fountain and Barbeque as well as additional Basketball facilities.
- Ross Reserve Athletics Running track was totally resurfaced to provide top quality athletics facilities for the region. Additional improvements included improved long jump and high jump areas as well as new perimeter fencing.
- Noble Park Civic Space in Douglas Street was transformed with a major upgrade which included extensive high quality seating, exposed aggregate pavement surfaces and raised stage area, additional landscaping and perimeter timber screen fencing along with a state of the art toilet facility and high quality lighting making for a safer environment.
- Dandenong Park received extensive improvements to the Riverside Precinct area with a custom designed playground and public picnic facilities area.
- 41 minor and major stormwater renewal works completed.
- Storm water drainage system upgrade completed at French Street Noble Park (Callaghan Street/Leman Cr to Mile Creek).
- Upgraded signage and livery at Springers Leisure Centre.
- Two rain gardens installed in Herbert and James streets intersection, Dandenong.

## Community Care

Community Care incorporates Home and Community Care (HACC); Community Aged Care Packages; Extended Aged Care in the Home Packages, the National Respite for Carers Program and Food Services (including Meals on Wheels).

The department also includes Community Social Support (specialised community transport, planned activity groups, seniors clubs and groups); a volunteer program; Metro Access Disability Inclusion Project and disability planning. It offers direct service delivery and community development work in the above areas for older people with a disability.

### Achievements

- Provision of HACC services to over 3,000 older residents each month.
- Increase in HACC funding to provide additional home based services.
- Provision of 20,617 trips each year of specialised community transport for the disadvantaged.
- Provision of a Council-wide volunteer program involving over 250 volunteers.
- Additional HACC funding to provide planned activity group social support.
- Delivery of 62,000 Community Chef meals.
- Provision of Community Aged Care packages, Extended Aged Care in the Home packages and centre/home-based respite.
- Delivery of community development programs relating to access and inclusion of people with disabilities.
- Management of the disabled parking program.
- Ongoing management of the Access and Inclusion Strategy.
- Management of waiting lists to ensure all clients requiring services were assisted promptly.
- Commenced development of an Active Ageing Strategy for completion in early 2012–2013 which will provide direction for Council on achieving a commitment to supporting older residents to remain fit and active and to live independently in the community.
- Development of a model to use Keysborough Food Services Distribution Centre by other Councils through establishment of a business case and discussions commencing with various local government areas.
- More than 60 HACC clients have received additional case management services through the Integrated Community Support Unit under a State Government pilot on integrated services.
- Contributed to Productivity Commission on Aged Care through hosting the commissioners and the Victorian Department of Health at the Community Care service centre. Provided relevant information and responded to queries from the commissioners regarding delivery of services.



Greater Dandenong's sensational seniors took advantage of a week of free and low-cost activities to celebrate Seniors Festival during October 2011. The festival acknowledges the contribution older people make to our community. Activities ranged from exercise, art, musical performances, guest speakers, open days, bike rides and more.

## Community Engagement

Community Engagement is a grouping of services whose role is to focus on social inclusion and participation in community life. It includes a policy and strategy role which interprets key social and cultural drivers of change and supports the development of programs, services and community celebrations to enhance community engagement. The Cultural Development area supports activities including the management of cultural facilities (Drum Theatre, The Castle, Heritage Hill Museum and Historical Gardens, Walker Street Gallery and Dandenong Community Arts Centre), Festivals and Events, Public Art, Cultural Development and Cultural Planning.

The Community Development area comprises social planning, community funding programs, social policy development, population data monitoring, cultural diversity programs, funding support for community agencies and a range of community safety programs and initiatives. Community consultation and engagement inform the development of key strategies such as the Community Plan and the Community Wellbeing Plan.

The Preventative Health Unit has recently been established to promote healthy lifestyles and address health issues where people live, work and play.

### Achievements

- The Drum Theatre hosted 203 events during the year – including 163 theatre performances attended by 51,581 people, 49 per cent of whom were Greater Dandenong residents and included 357 individual memberships and three group memberships.
- The Drum Theatre acted as an agent for 39 City of Greater Dandenong and Dandenong Market food tours with 881 attendees and provided ticketing for City of Casey events and Cranbourne Theatre.
- Walker Street Gallery and Dandenong Arts Centre completed a strong year of presentations from local and emerging artists with monthly art exhibitions and regular events attracting 17,474 visitors.
- The Castle hosted 288 events with 7,131 attending, and continues to establish itself as a venue valued by young people and providing a dynamic facility that showcases local musical talent.
- Council adopted the Festivals and Events Plan 2012–2015, providing a new vision and plan while driving best-practice a whole-of-organisation approach to festivals and events.
- A revised program of activities for the Australia Day Festival was well-received and attended by over 3,000 people.
- Council’s annual public art commission – awarded to Fiona Hillary for artwork located at the Noble Park Civic Space in Douglas Street comprising suspended neon words – builds on Council’s 30 permanent and more than 40 temporary installations. This year the temporary public art program in Dandenong was expanded to Noble Park activity centre with 7 artists commissioned to install art works for a period of up to 2 years.
- Heritage Hill Museum and Historic Gardens was fully booked for monthly exhibitions as well as launching a new public program and engagement events such as “Sundays in the Sun” and a substantial number of school holiday activities.
- The Heritage Hill Future Direction Plan and a review of The Castle were completed. Both of these strategic documents will guide the development of new program initiatives and engagement with a wider audience in the future.
- As part of the highly successful community engagement program Face to Face, a program of artist residencies in local schools culminated in several key exhibitions at Springvale, Heritage Hill and Drum Theatre. The exhibition program included the short animated documentary Springvale Children’s Stories. This film has been shown at key arts and film festivals around the world and was awarded the People’s Choice Award at the 2012 Human Rights Arts and Film Festival.
- An introductory filmmaking program was launched offering the community the chance to write their own story and learn skills to develop the script into a short film about their life stories as part of the Face to Face program.



- Council's Art and Heritage Collections were comprehensively reviewed and catalogued prior to being moved to a new storage facility in Morewell Avenue, Springvale in early 2012. The storage building is a former child care centre which has been retrofitted to cater for the thousands of individual articles that form part of Council's collection of artefacts, memorabilia and photographs.
- The popular monthly Little India and Afghan Bazaar tours continued to promote the unique features of Dandenong to visitors and residents. A new tour of Sensational Springvale which focuses on the culinary treasures of the area has also proved popular.
- A comprehensive Annual Review Report was completed for the Community Wellbeing Plan (CWP) 2010–2013. The Annual Review Report 2011 presented the progress of the actions in the CWP, catalogued a list of achievements, informed Council Plans and Policies and strengthened partnerships internally and outside of Council. The Annual Review Report 2011 was circulated to relevant stakeholders.
- The development of City of Greater Dandenong Housing Strategy has culminated in the preparation of a document called Housing in Greater Dandenong: Statement of Intent. This statement was prepared after considerable research and consultation and is a precursor to a full policy position which is under development.
- A number of partnerships have been developed to further health planning in the municipality, including representation on the Southern Health Population Health Planning Group, South East Healthy Communities Partnership, Medicare Locals Planning Committee and the Victorian Pedestrian Advisory Council.
- A comprehensive analysis of Council's community facilities in both Springvale and Dandenong commenced during 2012. The 'Community Infrastructure Project' is a large study which considers current community facility provision in these localities and will map out future directions for community based infrastructure. This large project will conclude in mid 2013 with the preparation of a draft discussion paper and future directions strategy.
- Efforts to raise the profile of family violence among Council staff and the wider community continued, with the conduct of internal and external events to mark White Ribbon Day in November 2011.
- Social and economic assessments research and other information was provided to Council and representation made to the Victorian Commission for Gambling and Liquor Regulation, in response to local applications for gaming machines.
- The Community Grants Program provided more than \$500,000 in funding to over 200 local community groups for community strengthening and development activities.
- The Community Safety Plan A Safer Greater Dandenong was adopted by Council in September 2011. The Plan focuses on four priorities – Safer Public Places, Preventing Family Violence, Safety in the Home and Transport Safety. Implementation of the plan is supported by the Council's Community Safety Advisory Committee.
- The Community Development Unit has led the development and implementation of the Dandenong Railway Station Precinct Action Plan 2011–2018 to initiate short, medium and longer term measures to improve community safety in the precinct in partnership with Department of Transport, Metro Trains, Mission Australia, Places Victoria and Victoria Police.
- New three-year funding and service agreements were signed with neighbourhood houses, community centres and other community service organisations. Funding provided by Council totalling \$777,000 was provided in 2011–2012 to support vital community services, social support and community leaning initiatives through these agreements.
- Council is represented on the Southern Region Justice Forum, which has been established by the State Minister for Community Crime Prevention. The forum has the role of identifying local safety priorities for action across all levels of government.
- Council secured \$300,000 of funding from Department of Justice and Grocon Community Fund to provide CCTV systems in central Dandenong.
- As an initiative of Council's Alcohol and Other Drugs Advisory Committee, the Shaping Healthier Communities Forum in October 2011 was organised to share strategies that reduce adverse effects of alcohol in the public realm. It was attended by more than 120 planners, local government representatives, Police and agencies from across Melbourne.



- The continuing partnership with the Greater Dandenong Interfaith Network promotes peace and harmony through tours of places of worship, annual and schools gatherings.
- The Greater Dandenong Food Alliance continued to promote food security within the municipality by coordinating the efforts of community agencies who distribute material aid and food parcels each year to the community.
- Funding of \$4 million over three years has been received from the State Government to implement the Prevention Community Model. A new Preventative Health team has been recruited with nine new staff to implement the funded initiative. Greater Dandenong is one of only 14 local governments in Victoria to receive significant funding to improve people's health where they live, learn, work and play with a focus on encouraging healthy eating and physical exercise, and reducing smoking and harmful alcohol use.
- As part of the Healthy Communities Initiative (funded by the Federal Government) a significant partnership has been developed between Council, Greater Dandenong Community Health Service and Avocare to provide hospitality training and employment opportunities for unemployed residents, with a focus on healthy eating and living.





## Community Wellbeing

The Department focuses on developing and supporting a range of initiatives and services to enhance the health and wellbeing of families in Greater Dandenong. This includes Family Day Care, Family Support Services, Kindergarten and Child Care Committee support, the Inclusion Support Program, Preschool Field Officer Program, Best Start and Early Years Projects, Maternal and Child Health and Parenting (enhanced and universal MCH), Youth Services, the Paddy O'Donoghue Centre and Jan Wilson Community Centre.

### Achievements

- Maternal and Child Health and Parenting has undertaken 30,814 consultations, delivered 233 group sessions (including Cambodian, Vietnamese, Chinese and English speaking parenting groups) and offered further services such as Dads CPR and Safety training. 2,514 new babies were registered in the year, 55 Aboriginal children received the service and 353 families received the Enhanced MCH service. Participation rates for all recommended Key Age and Stage visits significantly increased, ranging from 100 per cent of newborns to 71 per cent at 3–4 years.
- The CALD Youth Inclusion Project, funded through Council and the Victorian Government through the Department of Planning and Community Development and the Multicultural Commission, formally concluded in February 2012. Key outcomes include sustainability of the CALD Youth Inclusion – Local Advisory Group and disbursement of funding across 12 community-led projects supporting young people from refugee communities to address issues relating to social inclusion.
- The SpeakOUT Youth Summit engaged 250 young people in direct consultation along with a further 250 young people and 100 agency and school staff to support the development a needs analysis that will support Council's five-year Youth Strategy.
- The Male Adolescent At Risk Program (GRIPP) was transferred from the Department of Justice to the Department of Human Services in January 2012 with Youth Services receiving a further 12 months funding until December 2012. GRIPP has seen continued success with 150 young male violent offenders successfully engaged and 1,767 contacts for the year.
- Youth and family counselling has had an increase in referrals with 308 young people referred to the service and 1,464 sessions conducted over the year.
- Youth Services facilitated a range of engagement activities for young people – including, leadership, events committees, sporting and performing arts – engaging 10,010 young people across the municipality.
- A further 12 months funding from Best Start to facilitate the 'Young Mums' Program has supported increased numbers of young pregnant or parenting mums accessing the service.
- The development of the Quick Flip Guide, a resource that supports community agencies and schools to support young people's health and wellbeing and navigate the service system, with 1,000 copies distributed.
- In partnership with the Victorian Government, Cultural Comprehension was developed, launched and disseminated across state secondary schools.
- In partnership with the Department of Human Services, a training calendar for youth workers across the municipality was launched.
- The implementation of the Youth Seminar Series a workforce capacity initiative.



## Community Sport and Recreation

The Department integrates strategic planning with practical service delivery across the fields of leisure planning, sport development, recreation development, leisure centre management and community property management. These functions enable the Department to proactively influence improvements, reflect community values, provide opportunities for community input and responsibly manage programs, events, projects and properties.

### Achievements

- Completed construction of the Noble Park Aquatic Centre 'water for all' facility which opened to the community on 11 February 2012.
- Appointed Belgravia Leisure as the Management Agency for Springers Leisure Centre, Dandenong Oasis and the Noble Park Aquatic Centre.
- Completed the final year of the Vic Health Active Participation Grant with the inclusion of free swimming programs, women's sport gala day, skating, soccer, volleyball, and play gym activities amongst a range of sport programs for young people in the CALD and newly arrived communities in the municipality.
- Hosted the annual 'Game On' at Greaves Reserve as a 'come n try' event for 27 sports.
- Proactively liaised with sports clubs on seasonal ground allocations and the newly adopted Sports Pavilion Management and Sports Grounds Floodlighting Policies together with hosting three club forums.
- Participated in Walktober community walking event, in partnership with the Community Care team. This is an inclusive all abilities event.
- Completed a range of City Improvement Program projects including the resurfacing of the Ross Reserve Athletics Track, upgrading of lighting at Noble Park Tennis Club, development of Booth Reserve Baseball Player Shelters, completion of design and construction underway for the Coomoora Reserve Stage One Development, upgrade of Ross Reserve Junior Soccer Pavilion and the beginning of construction of floodlighting at Warner Reserve, Ross Reserve, Tatterson Park and Mills Reserve.
- Completed the Sports Ground Floodlighting Policy adopted in November 2011.
- Completed the new Sports Pavilion Management Policy which was adopted by Council in February 2012.
- Sports Facility Plan Adopted.
- Review of the management arrangements of the Dandenong Stadium and new agreements in place.
- Transitioned the management of the Mills Reserve Hockey Facility to Council and initiated processes for management and booking of the facility.
- Successfully applied for grants from the Australian Sports Commission of \$32,500.
- Initiated the Young Women's Basketball Program to create a pathway for young women to participate in basketball.
- Initiated a water awareness program for newly arrived refugees and migrants between the ages of five and 30. The Program creates a pathway into swimming lessons and also potential vocation as AUSTSWIM accredited swim teacher.
- Successfully applied for a Sport and Recreation Victoria grant of \$100,000 for improvements to the Alan Carter Pavilion at Greaves Reserve.



The Sri Lankan Cricket Team provided residents with a cricket clinic in Noble Park on 1 March 2012. Hundreds of children and adults enjoyed the event.

# Customer Service & Civic Facilities

The Customer Service Unit is responsible for the corporate call centre and three face-to-face customer service centres, and is the primary 'first point of contact' into Council. Customer Service seeks to satisfy the majority of customer queries and requests at initial contact, and where needed, direct queries to the appropriate person in Council.

The Civic Facilities Unit provides a diverse range of facilities for use or hire by Council and the community. The team professionally manages the booking and hire arrangements of the facilities ensuring quality and high standards, to meet the many and varied needs of a range of clients.

## Achievements

- Customer Service staff responded to 127,133 calls to the Call Centre and answered 82.62 per cent of those calls within 15 seconds.
- Customer Service managed 59,686 enquiries at the three Customer Service Centres at Dandenong, Springvale and Parkmore.
- In total Customer Service managed 186,819 requests and enquiries through all centres, 72 per cent of those were resolved at first point of contact.
- Customer service processed over 56,000 payments.
- Nine staff members participated in Customer Service's secondment program aimed at improving knowledge of services and facilitating the professional development of Customer Service staff.
- Customer Service along with the Operations Centre initiated an exchange program that allowed for the rostering of CS staff to the Operations Centre on a weekly basis. This program has developed stronger working relationships and given staff enhanced insight of OC functions allowing them to manage community requests more effectively.

- Council's information system Council Assist, which provides information and instructions on processes and procedures to staff, was further refined allowing for more efficient service delivery to customers.
- Civic Facilities staff assisted with the establishment of two new facilities for community hire - the Springvale Reserve facility and Warner Reserve Pavilion as two multi purpose community venues now available and managed by the team.
- Upgrade program for furniture and fittings of various Council halls and meeting rooms successfully completed.
- Council's Civic Facilities team provided a service to 264,380 external guests from 2,961 bookings and 62,544 internal guests from 5,741 bookings.



## Economic Development

The Economic Development team markets Greater Dandenong as a business destination, facilitates business attraction, investment and employment creation, supports existing businesses and measures and monitors the local and regional economy to enhance the economic prosperity of the municipality.

### Achievements

- Economic Development Strategy activities continue to focus on marketing Greater Dandenong as a business and investment destination, facilitate business investment and employment creation, supporting existing businesses and measuring and monitoring the local and regional economy.
- The new Local Economic and Employment Development Policy and Strategy previously adopted by Council has been the reference point to revise service specifications, service profiles and future key performance indicators. The Strategy has provided a frame work for continuing participation in regional activities including Melbourne's South East and the South East Melbourne Innovation Precinct.
- Real Estate and Developers Forum was held in partnership with other stakeholders to promote and support investment and local businesses.
- Additional business support and promotion included continuing the Destination Dandenong and Sensational Springvale campaigns and food tours including the Melbourne Food and Wine Festival.
- Four quarterly editions of Stakeholder magazine were published and distributed supported by email distributions of eStakeholder to both promote Greater Dandenong and keep local businesses informed.
- A new route for the Free City Shuttle Bus was introduced including additional stops that refocused the service's prime role of supporting the retail core of central Dandenong and adapting to the Revitalising Central Dandenong improvements. The service carried around 49,000 passengers.
- Continued as a founding partner in the South East Melbourne Innovation Precinct Project to link businesses and research facilities and support for Melbourne's South East regional economic development group.

## Financial Services

The Department is responsible for the efficient management and delivery of Council's financial services. These services fall under two broad categories:

### Financial Planning and Accounting

The Financial team coordinates the preparation of short, medium and long term financial plans and provides periodical reporting against these plans. It also maintains financial records, effects payments to suppliers, oversees debtors and carries out investment functions to enable Council to maximise the returns from Council's funds.

### Property Revenue

Property Revenue staff are responsible for the collection of rate revenue, which is based on valuations of properties, a function managed by the section. Property Revenue also administers the State Government's pensioner discount scheme for rates, and issues Land Information Certificates to interested parties to enable sale and purchase of properties.

### Achievements

- Carried out a mid-year review of the 2011–2012 Budget to recognise changed circumstances underlying the adopted budget.
- Council's Long Term Financial Strategy was updated for the period 2012–2013 to 2016–2017 to form the basis of the Budget for 2012–2013.
- Council's Annual Budget for 2012–2013 was adopted by Council on 25 June 2012.
- Monthly financial reports to the Executive Management Team and a quarterly financial report to Council enabled Council to deliver services and capital works within budget.
- Council's Rating Strategy was updated and adopted by Council on 25 June 2012.
- The 2012 general revaluation was completed for more than 59,000 rateable properties as at 1 January 2012 in accordance with legislative timeframes.
- Council's Annual Financial Statements were completed in the approved format with Auditor General clearance.

## Governance and Commercial Property

Governance and Commercial Property is responsible for the overall governance of the organisation and the management of Council's commercial property portfolio.

The Governance Unit is responsible for the management and coordination of Council Meetings and Councillor Briefing Sessions and all associated documentation, managing Council's elections process, ensuring legislative compliance processes across the organisation are effective, policy development, processing Freedom of Information and Information Privacy requests, hosting citizenship ceremonies on behalf of the Department of Immigration and Citizenship, organising civic events and functions to recognise the Greater Dandenong community and providing support to the Mayor, Councillors, CEO and Directors.

The Commercial Property Management Unit is responsible for coordinating the major activities of Council's commercial property portfolio, managing Council's commercial lease database and coordinating the acquisition and disposal of Council building and land assets as required.

## Achievements

- Implementation of new Agenda system using existing Electronic Document Management System (Objective) Committees module.
- 32 Freedom of Information requests processed, with only one internal review requested.
- Continued representation to primary, secondary and tertiary institutions regarding the Local Government sector.
- Commercial property portfolio handed to the Governance Unit.
- 9 Citizenship ceremonies held.



## Information Management Services

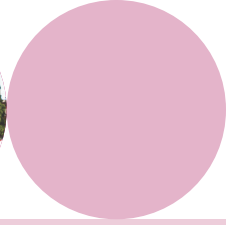
The Information Management Services Unit is responsible for the provision of cost-effective information and telecommunication solutions to staff and councillors. The unit plans, implements, maintains and enhances corporate software systems, hardware, data networks and telecommunications infrastructure, and provides web based services to the community. It also ensures the integrity of Council's information assets and protects them against security attacks.

The unit is also responsible for the management, storage and disposal of corporate records to support business transactions and for evidentiary purposes.

### Achievements

- The *Information Technology Strategic Plan 2010–2014* was reviewed and initiatives scheduled for the second year were implemented.
- A new Mobile Device Policy was developed to ensure Council's users of smartphones are aware of their responsibilities.
- A pilot program for the corporate use of iPhones and iPads has been completed, including the implementation of a management tool.
- The upgrade of Council's desktop fleet to Microsoft Office 2007 has been completed.
- Over 300 desktop and laptop computers have been replaced.
- Planning for information technology infrastructure solutions in the new Municipal Building has commenced, including plans for a new data centre.
- A trial of a new unified communications telephony solution has commenced.
- More energy efficient servers installed as part of the cyclical server replacement program.
- The archiving of closed files stored in Council offices has commenced with more than 1000 boxes of files registered and stored securely offsite.
- New cloud-based systems implemented to support Council's Emergency Management Team during the recovery phase after a disaster and to support the preparation and distribution of minutes and agendas of Council meetings.
- A program aimed at replacing paper forms with electronic forms and using workflow technology has commenced.
- The ability to recover quickly from a disaster has been improved and the potential data loss has been further reduced.
- Remote access facilities have been improved to allow users to connect from home and other locations.
- WiFi connectivity within Council offices expanded and improved for staff mobility and efficiency.
- All corporate IT software applications and web-based services have been upgraded and enhanced.





## Infrastructure Planning

The Infrastructure Planning Department is responsible for the long-term planning of Council's transport and infrastructure asset network. The Department also actively advocates the needs of the Greater Dandenong community to other government bodies and organisations to ensure that plans for infrastructure assets and transport/drainage services under their control are integrated with Council's future plans.

### Achievements

- Finalised adoption of Road Management Plan (RMP).
- Updated Conquest Inspector to reflect the intervention levels in the new RMP.
- Modelled and updated the asset renewal funding requirements for Council's LTFFP.
- Improved council's alignment with MAV STEP and NAMA programs and responded to internal audit queries.
- Completed the capitalisation and depreciation of all infrastructure assets, in conjunction with the finance department.
- Continued footpath video data collection to assess footpath asset condition.
- Modelled flood levels along Mile Creek to assess feasibility of proposed land development at Warner Reserve in Springvale.
- Managed drafting of contract agreement between Cogent Energy and Council for the installation of hot water distribution pipes in RCD area.
- Presented a submission to the Environment and Natural Resources Committee of Parliament on flood mitigation infrastructure in Victoria.
- In collaboration with Melbourne Water, prepared flood event investigation report for Soden Road catchment area, Bangholme.
- Completed a survey of the open drainage network in the Soden Road area, identifying improvement options in conjunction with Melbourne Water.
- Advocated on behalf of Bangholme residents for a range of flood management issues related to the 5 February 2011 flooding event.
- Converted 30 traffic signals from incandescent lights to energy saving and sustainable LED lights.
- Replaced 360 old 80 watt mercury vapour street lights with energy efficient T5 / compact fluoro fluorescent lights.
- Lodged application for Federal Government Funding under Community Energy Efficiency Program for \$1.15 million.
- Advocated successfully for VicRoads to take responsibility for guardrail upgrade and maintenance on the railway bridge over Dandenong Frankston Road.
- Initiated the preparation of design works for Perry Road between Greens Road and Bangholme Road.
- Managed the design of the DCP funded Glasscocks and Taylors Road in Lyndhurst and Chapel Road, between Dandenong ByPass and Hutton Road in Keysborough.
- Updated the timeframe for the implementation of the DCP Lyndhurst and Keysborough Industrial infrastructure construction program.
- Introduced water sensitive design features in Union Grove, Springvale.
- Coordinated Council's input into options for the Springvale Grade Separation project.
- Co-led development of a Parking Strategy for the Dandenong activity centre.
- Coordinated preparation of regional Cluster meeting with VicRoads.
- Continue to work closely with Urban Design and Strategic Planning in developing precinct plans for the various activity centres.
- Revised Shared Path Network plan for CGD in February 2012 and continue to explore external funding opportunities for its implementation.
- Designed bike link through Hemmings Park.
- Installed bike lanes on Herbert Street (James St to Cleland St).
- Prepared and arranged for Council to adopt a Freight Vehicle Access Guideline for Dandenong South relating to access via local roads to industrial areas for B-double trucks and High Productivity Freight Vehicles (HPFVs).
- Undertook parking demand surveys for: Dandenong; the Noble Park activity centre and; the Springvale activity centre.

- Continued commitment to Industry Based Learning through engagement of engineering students.
- Secured funding for taxi shelter in Noble Park.
- Applied successfully for \$1.26 million of Blackspot funding for five sites in the 2012–2013 program (includes construction of roundabouts at Carlton Road/Loch Road, Fifth Avenue/Birdwood Avenue, Parsons Avenue/Whitworth Avenue, along Railway Parade from Jones Road to Foster Road and implementation of fully controlled right turns at the Jones Road/Railway Parade intersection).
- Continued liaison with VicRoads Project Delivery Team managing the construction of the Dingley Arterial between Perry and Springvale Roads.
- Kept Councillors informed via Infosums and Councillor briefings on various transport issues including updates on Dingley Arterial and several other projects.
- Successfully co-ordinated the public liaison / consultation process associated with the permanent part-time closure of Herbert Street, Dandenong.
- Continued to represent council at regional transport committees at the Eastern Transport Coalition and South Eastern Metro Integrated Transport Group.

Greater Dandenong has 54km of on-road and off-road bike tracks around the municipality. During this financial year a State Government funded \$1 million project led to the construction of a 2.5m wide concrete path between the Dandenong Creek Trail and Power Road. This development has improved safety and accessibility for both cyclists and pedestrians.



## Infrastructure Services

Infrastructure Services is responsible for the maintenance of the city's road, drainage, and footpath network, parks, recreational and sporting facilities. Key focus points are improving safety, functionality and asset life for the community and residents.

Infrastructure Services also manages Council's fleet and waste collection services including waste education and graffiti removal.

Infrastructure Services, through the Civil Development Unit, is responsible for the approval of engineering plans for new developments including civil work permits and vehicle crossing permits.

Key focus points are improving asset life, functionality and safety for the community and residents.

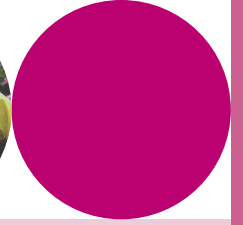
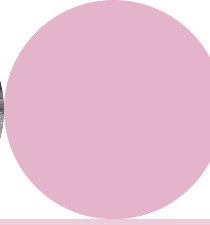
### Achievements

- Preparation of the approved capital improvement program for 2012–2013.
- Purchase of four new buses to improve service delivery in community care area.
- Purchase of two new sweepers for the cleansing of our streets and subsequent review of sweeping rounds leading to improved cleansing standards.
- Co-ordinate emergency response with Melbourne Water, SES and other authorities.
- 171 Civil works permits administered.
- 218 vehicle crossing permits administered.
- 1,263 Legal Point of Discharge permits administered.
- Responded to 18,563 customer requests within the Infrastructure Services area and maintained a consistent 90 per cent completion rate.
- Installed and maintained the popular floral displays to brighten Dandenong Plaza over the Easter and Christmas period as well as the addition of a box display to Lonsdale Street.
- Over 2,300 trees were planted to further improve the look of our streetscapes and parks.
- Environmental educational activities were held in schools and at community venues involving over 4,400 participants.
- 50 per cent of residential garbage was diverted from landfill and recycled.

- Safety audits of all playgrounds have been undertaken and all priority works have been completed.
- Graffiti removal maintained high service deliverance with an average of 97 per cent of reports completed within timeframes.
- Business system improvements have been implemented to improve performance data as well as service delivery to the community.
- Nine-year fleet replacement program in line with fleet best practice.
- The CBD street cleansing program has been adjusted to address the needs of increased infrastructure and higher service standard requirements and a revised street washing program has been put in place with a mix of weekly washing of footpaths (in-house) combined with a program of power washing stain removal (contract) as well as a revision of the street sweeping programs to capture new sub division developments.
- The Litter action taskforce's Neat Streets Campaign commenced.
- Waste Wise Office Program successfully rolled out at Council's Springvale office.
- A capital improvement assessment tool has been developed.



Council is committed to improving the appearance of city streets. Throughout the year Council planted 2,328 new trees.



## Library Services

The Library Service provides access to a wide range of information for all ages and cultures in a range of formats and locations. The Service is committed to lifelong learning and self improvement opportunities, particularly in literacy development. The Service consists of Springvale and Dandenong branches, an outreach service and a 'virtual branch' through its website. Service areas include internet and email communications for library users, information for visitors on services, organisations and events, referral to Council services and community agencies, English language and literacy programs, provision of information resources in a variety of formats and media at library branches, through home delivery, outreach visitation services, bulk loans to agencies and the website.

### Achievements

- There were over 1.04 million visits to the Library (physical and website); 1.5 million items lent out to customers and over 1,800 Language and Literacy Assessments completed by staff.
- Library outreach services provided library resources to 17 local residential facilities. There were over 14,000 items loaned to Home Library Service customers.
- The outreach program delivered services to 7,254 participants across early year's sector throughout Greater Dandenong.
- The Library's Children's Literacy Project continued to be delivered as part of the Community for Children Program funded through Mission Australia. This Program has focussed on delivering the following programs mainly within the Dandenong area:
  - Homework help for primary students and their parents, assisted by volunteers
  - Reading buddies program at a number of Primary schools and within the Library, assisted by volunteers
  - Library visits to immunisation sessions held within Greater Dandenong
  - Literacy enhancing after school and school holiday programs.

- The wireless internet access service grew in popularity during the year with 39,000 'logged on' sessions and Public Internet Access computers remained popular with about 90,000 bookings.
- The Library Service continues to participate in sector-wide initiatives, including the LGPro award winning SWIFT which is a bibliographic database and library management system shared by a consortium of libraries and councils.

Council's Library Service provides an array of free activities to residents and visitors. Activities include children's entertainers, author readings, family activities and a special Reading Hour activity.



# Media and Communications

The Media and Communications Unit is responsible for all media management, marketing and communications campaigns and activities, online and social media management, print shop services, community engagement and corporate planning and reporting. Key activities include the preparation and distribution of monthly editions of 'The City' magazine; media releases, responses and briefings; design and publication of all corporate brochures; production of the annual report and Council Plan; quarterly organisational performance reporting to council; various public relations activities; management of council's website, social media and intranet; production of a weekly staff newsletter; preparation of mayoral speeches; and the supply of internal printing services.

## Achievements

- Implemented Council's first Social Media Policy and Guidelines for the organisation, and expanded our social media presence online via Facebook, Twitter and YouTube.
- Managed the production of The City television shows, a weekly 13-part series on Channel 31 promoting the City of Greater Dandenong, our news, festivals, events, services, initiatives and key projects.
- Managed a new sponsorship arrangement with radio 3SER, featuring a series of on-air advertisements, interviews and live outdoor broadcasts.
- Launched a joint 12-month campaign called Neat Streets with Leader Community Newspapers to combat Greater Dandenong's dumped rubbish problem.
- The Council Plan 2009-2013 was reviewed, updated and adopted by Council.
- Eleven editions of The City magazine produced and distributed to all households in Greater Dandenong, informing residents of upcoming council activities, initiatives and local events.
- A combined community events and waste collection calendar produced and distributed to every household in the city.

- Council's website updated daily and web usage trends monitored to assist with future planning and information needs, with over 500,000 visits to Council's website recorded during the 12 months.
- Positive media exposure received across local, daily and specialist media outlets on a broad range of topics.
- The ongoing development and management of electronic newsletters.
- Development of a Community Consultation program for the development of the 2013-2017 Council Plan.
- 207 speeches researched and written on behalf of the Mayor and Councillors.



## People and Procurement Services

People and Procurement Services is responsible for supporting the human resource capital within the organisation and the engagement of external resources through:

- Occupational Health and Safety.
- Management of Work Cover claims and return to work programs.
- Learning and development activities, recruitment and selection of employees.
- Employee relations, development and implementation of human resource policies and programs.
- Payroll and superannuation.
- Purchasing and Procurement Systems.
- Contract Management Systems.
- Insurance and Risk Management.
- Best Value and Continuous Improvement.

### Achievements

- Implemented a four-tier compliance listing of contractors who are registered with Council's third party compliance provider IproLive. Can now report on contractors who are prequalified, under review, already under contract with Greater Dandenong or provide a list of all employees who had completed online site induction.
- Implemented a process to allow automatic input of all water accounts into Utility tracker.
- Water monitoring system identified 14 sites with major water leaks. After repairs, this reduced our daily water consumption by 15,680 litres.
- Utility Tracker identified savings of \$15,665 covering electricity, gas and water. Total amount saved since the introduction of the Tracker system in 2005 is \$716,778.
- Installed led lighting at Watchter Reserve car park as a test site.
- Strategic purchasing opportunities achieved \$393,034 in savings.
- Improved overall engagement scores for the 2010 Employee Engagement Survey.
- Installation of three major Human Resource Information System (HRIS) upgrades and continuation of system improvement program.
- Improved hazard control rectification and monitoring by automating the hazard notification and correction process using the QuickSafe system.
- Ongoing implementation of an early intervention strategy for returning ill and injured employees to the workplace resulting in a 50 per cent reduction in time taken on average to return an injured worker to work and a significant reduction in Work Cover Premium for Council.
- Review and restructure of massage services to ensure a more targeted early-intervention program with a focus on musculoskeletal injuries.
- Rollout of Automatic External Defibrillators.
- Continued focus on Strategic Risk Management with the completion of a Business Continuity Plan.
- Preparation of a Fraud Control and Prevention Plan.
- Finalisation of renewal of tender arrangements for General Insurance and WorkCover and implementation of a contractor induction program.
- Refresh training of all staff following a review of anti-discrimination policies.
- Participation in an innovation leadership program that develops leadership capability whilst mentoring long-term unemployed people.

## Planning and Design

The Unit provides Statutory Planning, Strategic Planning, Urban Design, Open Space and Environmental Planning services to the city as well as monitoring and enforcement of planning legislation and permissions.

### Achievements

- Council adopted the Municipal Housing Strategy Statement of Intent, a milestone achievement which sets out its philosophy to the many housing and housing related issues being addressed in the strategy.
- Finalisation of State of the Environment Report including Council's performance against a self-monitoring 'report card'.
- A comprehensive planning compliance audit of industrial and commercial estates across the municipality.
- The on-line planning applications register and other on-line planning information within the department's page in the Council website.
- Another year of record numbers of commercial applications within the department's Priority Paid fast track permit system, as this system continues to grow in popularity- all without once defaulting on the performance guarantee timelines issued to applicants.
- Significant open space improvements including upgrade of a number of playgrounds (from neighbourhood to regional scale) and the implementation of 'dog-off-leash' areas at nominated parks.
- Commencement of projects identified in the Dandenong Park Master Plan, such as completion of the regional playground and the construction of the picnic and BBQ area.
- Construction of the Noble Park Activity Centre's civic space with a \$634,000 upgrade and improvement to the former (railway) substation site in the heart of that important retail and community centre within the municipality, in accordance with the Noble Park Activity Centre Structure Plan adopted by Council in 2009.
- Realisation of significant investment in Noble Park by the implementation of the Ross Reserve Master Plan with the program of works and upgrades in accordance with that Master Plan.



Central Dandenong saw the introduction of native planter boxes.

## Regulatory Services

Regulatory Services provides compliance, education and enforcement functions related to environmental health, immunisation, animal management, fire prevention, local laws, parking management and school crossing supervision.

### Achievements

- Introduced New Litter Prevention officer position, funded by the Victorian Government, which led to an 18 per cent reduction in reports of rubbish dumping over the last six months of the year.
- Completed a review of Council's footpath trading policies and procedures.
- Organised and managed a community event involving local car industry and the V8 supercars, that saw approximately 5,000 people visit the Dandenong Plaza in a single afternoon.
- Initiated and facilitated the inaugural series of four night markets at the Springvale Shopping Centre.
- Administered over 17,000 immunisations to the community.
- Conducted over 2,800 inspections of food premises within the municipality.



Animal Management Officers contribute to the maintenance and improvement of residential amenity and environmental standards, through the enforcement of legislative controls relating to land use; public health; local law activity; animal control; fire prevention; school crossing supervision and public safety.

## Revitalising Central Dandenong

The Unit coordinates development in the central Dandenong declared project area between stakeholders, the State Government and development agencies including Places Victoria and the Department of Planning and Community Development.

### Achievements

- Urban Master Plan Streetscape Improvements - Lonsdale Street Boulevard south of Walker Street completed September 2011; Curran Lane and Thomas Street adjacent to the Government Services Office completed February 2012.
- Metro Village land stages 1-7 sold out (excluding Lot H4). Lot 616 development for 219 apartments approved by the Design Review Panel.
- Planning Application Review Panel considered numerous proposals for development within the declared project area, planning consent for 360 new dwellings.
- Delivered the RCD Place Making Program (Refresh).
- Precinct Energy Project under construction.
- Government Services Building completed in December 2011 and officially launched in April 2012.
- Halpin Way and Settlers Square construction well advanced.
- Lonsdale Street education presence: Deakin opened in March 2012, Chisholm fit-out nearing completion June 2012.
- Council Municipal Building Project on track with land transaction in June 2012 and tender for construction issued.





## South East Business Networks

South East Business Networks (SEBN) brings people together through its unique network program to strengthen manufacturing knowledge and capability – and the role of women in business – to enhance employment opportunities and the economic wellbeing of the region.

SEBN works under a collaborative model, working with key providers of services relevant to manufacturers.

### Achievements

#### The Promotion of Greater Dandenong and manufacturing

- Six SEBN/South East Melbourne Manufacturing Alliance (SEMMA) nominees were inducted in the 2012 Victorian Government Manufacturing Hall of Fame, which sparked a celebration newspaper ‘wrap’ (The Star) promoting local manufacturing excellence.
- Council was represented through SEBN on the judging panel for these awards which promote Council and the support it provides to the region’s manufacturing sector.
- SEBN, through its relationship with SEMMA, provided input to the Prime Minister’s Taskforce on Manufacturing and the Victorian Competition and Efficiency Commission Inquiry into Manufacturing.
- The Council/SEBN/SEMMA model of exemplar industry-education integration was presented on three occasions to African nation delegations which included senior education officials and ministers through OzAid-sponsored programs with Chisholm Institute.

#### Addressing Current and Future Employment Demands and Opportunities

- The sixth annual ‘Lunch with the Winners’ was held in September 2011 – in partnership with SEMMA and the South East Local Learning and Employment Network (SELLEN) – showcasing young business achievers to more than 220 secondary students, teachers and industry representatives.

- The newly created Chisholm Manufacturing Degree – developed with input and support from SEBN, SEMMA and associated industry partners – was launched in November 2011, the first of its kind to be accredited.
- Contributed to knowledge and provided strategic direction regarding current and future manufacturing education/skills demand as a member of the Regional Committee of Adult Community of Further Education (ACFE).
- Facilitated site visits to key industry partners and delivered various presentations to teachers; secondary students; services providers and associations.
- Met with various education providers and government representatives to discuss current and future manufacturing employment needs.
- Worked with Beacon Foundation and local industry to develop a series of ‘business blackboards’ to enhance secondary students’ work place learning and increase knowledge of current workforce processes.

#### Strengthening Local Manufacturing Capability

- Stage I of the Regional Development Australia (RDA) project – ‘Future of Manufacturing in the South East Region of Melbourne’ - was undertaken by SEBN in partnership with SEMMA. Stage II is due to commence in July 2012.
- Delivered a diverse program of activities that addressed both current and future leadership and operational issues facing the manufacturing sector in an environment of change. Global and local expertise was sought to deliver presentations and workshops that support the manufacturing sector to take advantage of local and global opportunities. Areas of focus included carbon pricing; cleantech / environmental; innovation and technology; diversification and business models.
- In excess of 2,000 people from approximately 450 companies participated in the various SEBN events and network activities, ranging from CEO groups to Manufacturing Excellence, OHS and Women in Business. A further 150 companies and over 400 people were engaged through SEMMA.

## Supporting Our Community

SEBN's relationship with the local business community enables us to harness the generosity when required to support specific projects. During the 2011–2012 year, this relationship resulted in:

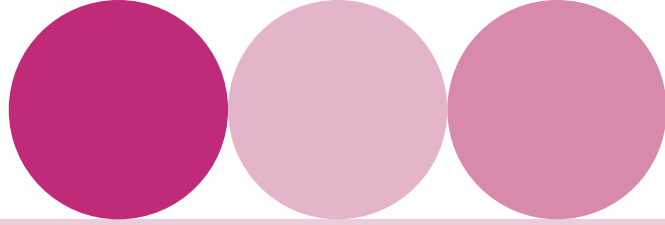
- hosting the 2012 Take a Swing for Charity Golf Day in partnership with local industry, which raised approximately \$40,000 for the Royal District Nursing Service Homeless Person's Project.
- the Christmas Industry Breakfast 'spirit of gift' activity raised in excess of \$600 to purchase Christmas presents for local underprivileged families and children.
- Support for various local not-for-profit organisations working with the disadvantaged and CALD communities.



## Strengthening and Supporting the Role of Women in Business

- SEBN continued to facilitate a general 'women in business' network and also introduced a new initiative - 'Successful Solutions' group - to address and offer solutions for specific workplace issues. All activities provide practical tools and techniques to support the personal and professional development of local business women – and those within Council.
- The 'Showcasing Women in Business' series brought local and internationally successful women to deliver presentations that encourage and inspire women from all sectors of local business. Students from local secondary colleges are offered sponsorship to attend these events.
- Health & Wellbeing has been a key focus throughout the year and the annual WIB activity to raise funds for the Cancer Council took place in October.
- Presented to young CALD women on workplace opportunities.



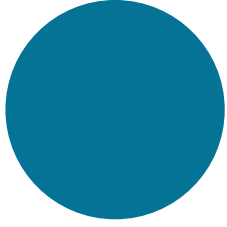


Hundreds of Greater Dandenong residents put on their walking shoes and hit the streets for Walkfest during October 2011. The all-ages, all-ability event featured five accessible walks across the municipality, all meeting at Hemmings Park for an afternoon of entertainment, activities and healthy food.



# Performance Statements







## Strategic Objectives, Indicators and Key Activities for 2011–2012

The Victorian Government is of the view that it is reasonable to expect all Councils to collect and publish performance information. The Government amended the Local Government Act 1989 (section 153) to ensure that local government develops performance accountability mechanisms which allow for a consistent approach to the collection and reporting of information regarding financial performance, operating costs and community satisfaction. Without comparable figures, a great deal of benefit of measuring performance is lost.

The use of performance indicators by local government is a significant first step towards achieving:

- An improved capacity to objectively measure Council performance leading to a better set of relationships between state and local government; and
- Better informed local communities.

Since 1997–1998, there has been a requirement for Councils to adopt an Annual Plan as part of its corporate planning cycle and as from 1998–1999 to include in its Annual Report Performance Statements against the targets set in the annual plan.

### Meeting our Strategic Objectives

The 2009–2013 Council Plan sets Council's strategic direction and community vision for the municipality. Each year as part of the planning process, Council prepares an Annual Plan to implement the vision, objectives and strategies of the Council Plan.

The Council Plan outlines measures of performance through achievements against strategic objectives in five key areas:

- A city Planned for the Future
- A Thriving and creative city
- A Healthy Community and Environment
- A city of Respect
- A Leading Council

Council's yearly Annual Plan aims to set targets which are a deliberate stretch as we endeavour to continuously improve our quality and delivery of services to our residents.

Throughout the 2011–2012 financial year, Council identified 33 Key Strategic Activities.

Council has successfully achieved 70 per cent of its 2011–2012 Annual Plan targets.

# A City Planned for the Future

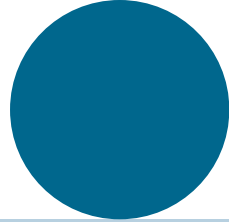
We work to create an attractive city, with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs for now and the future.

## Key Strategic Activities for 2011–2012

Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Status
New Municipal Building Project – Dandenong.	Secure Development Agreement for the new Municipal Building in line with project timeframes.	Quarterly Performance Report to Council.	Development Agreement secured by June 2012.	<p><b>Achieved.</b></p> <p>Development Agreement was signed by City of Greater Dandenong and the Victorian Urban Development Agreement Authority on 12 January 2012.</p> <p>The conditions precedent has been met for the New Municipal Building Project.</p> <p>The Contract of Sale completed and land transferred to Council and Town Planning permit obtained.</p> <p>Government Grant funding of \$7.25M announced towards community aspects of the project such as the library and Great Southern Square.</p>
Asset Renewal Program for 2011–2012.	Renewal expenditure in line with approved budget across all asset classes completed by 30 June 2012.	Quarterly Performance Report to Council.	Expenditure within budget by June 2012.	<p><b>Achieved.</b></p> <p>As at 30 June 2012, Renewal Expenditure was \$18.244M Actual vs \$18.246M Budget (equivalent 100%).</p>
Enhance the appearance of public places to increase community satisfaction with Council's facilities.	Community satisfaction with the appearance of public places.	Local Government Victoria Annual Community Satisfaction Survey.	Minimum of 70% community satisfaction reported.	<p><b>Not Measurable.</b></p> <p>Council did not participate in the 2012 Local Government Community Satisfaction Survey.</p>

Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Status
Aquatic Plan.	Noble Park Swim Centre completed and operation monitored.	Quarterly Performance Report to Council.	New Noble Park Swim Centre developed and open to public in 2012.	<p><b>Achieved.</b></p> <p>The Noble Park Aquatic Centre 'water for all' was completed and opened on 11 February 2012. The Community opening was attended by approximately 5,000 people.</p> <p>The centre is managed by Belgravia Leisure on behalf of Council and a contract has been in place since October 2011. The performance of Belgravia Leisure is monitored closely.</p> <p>Belgravia Leisure produces a monthly report with detail on attendance, swim school figures, marketing promotions, initiatives etc. They also supply Council with a monthly financial report. The centre has been well received by the community which is indicated by the steady growth each month.</p>



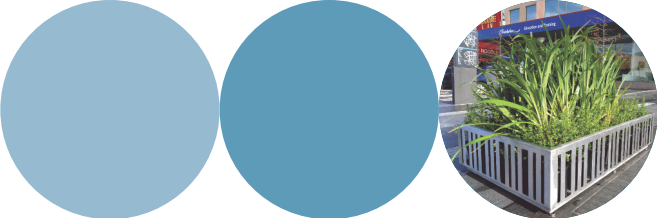


## A Thriving and Creative City

We work to create a place where people of all ages and backgrounds can reach their potential, gain the skills and education they need for success in life, and be part of a prosperous economy where trade, manufacturing and business activity flourishes.

### Key Strategic Activities for 2011–2012

Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Status
Investment in City monitored.	Prepare quarterly reports on residential, commercial and industrial building investment as measured by value of building permits issued.	Quarterly Performance Report to Council.	Monitoring of building and development achieved throughout the year.	<p><b>Achieved.</b></p> <p>Year End Total: 516 commercial/industrial permits issued = Total value: \$226,021,464. 1,156 residential permits issued = Total value: \$181,586,169.</p> <p>Commercial/industrial and residential grand total value for 2011–2012: \$407,607,633.</p>
Economic Development Strategy.	Report on community satisfaction with the overall performance of Council's economic development services (ranked in top five councils in the Outer Metropolitan LGA Group).	Local Government Victoria Annual Community Satisfaction Survey.	Community Satisfaction monitored and maintained; City of Greater Dandenong ranked in top 5 Council's in the Outer Metropolitan LGA Group.	<p><b>Not Measurable.</b></p> <p>Council did not participate in the 2012 Local Government Community Satisfaction Survey.</p>
Improve management and operational skills of local business by providing relevant knowledge and tools to ensure current and future business growth and sustainability.	Maintain a suite of six core network groups plus specific programs / common interest groups that engage business and meet their needs.	Quarterly Performance Report to Council.	Ongoing capacity building initiatives for local businesses – strong network groups continued.	<p><b>Achieved.</b></p> <p>Core network groups for the year included: Manufacturing Leadership (2); South East Quality Network; OHS; Export/ Globalisation; Manufacturing Excellence; Women in Business; and Successful Solutions.</p> <p>Additional activities in partnership include CEO Groups (2); Future Leaders and CEO Mentoring group.</p> <p>Occasional open forums were also conducted.</p>



Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Status
Improve management and operational skills of local business by providing relevant knowledge and tools to ensure current and future business growth and sustainability.	Deliver suite of activities specifically designed to support and strengthen the role of women in business.	Quarterly Performance Report to Council.	Recruitment and retention of women in the local business sector.	<p><b>Achieved.</b></p> <p>Suite of programs delivered throughout the year include:</p> <ol style="list-style-type: none"> <li>1) Showcasing Women in Business series</li> <li>2) Women in Business Network Group</li> <li>3) new Workplace Solutions program</li> </ol> <p>Showcasing Women in Business in partnership with The Drum Theatre featuring Oz Opera (demonstrating that all workplaces face similar challenges and opportunities); held 2 Women in Business Network meetings (Integrating Company and Personal Values; Nutritious Cooking) and 2 Solutions Group meetings focused on everyday workplace situations.</p>
Facilitate business investment.	Residential, retail/commercial and industrial building investment during 2011–2012 as measured by value of building permits issued.	Annual Report.	\$300 Million invested in building and development in the City.	<p><b>Achieved.</b></p> <p>The total residential, retail/commercial and industrial building investment for ten months from July 2011 to April 2012 was almost \$357M. This figure is sourced from the Building Control Commission Pulse Data for Greater Dandenong, and the figure is different to Council due to the Commission’s reporting periods. This figure well exceeds the target of \$300M.</p>
Revitalising Central Dandenong Residential Attraction Strategy.	Number of residential dwellings approved in the declared project area.	Quarterly Performance Report to Council.	Increased residential development in Central Dandenong.	<p><b>Achieved.</b></p> <p>Council approved 360 dwellings in the declared project area for the 2011–2012 financial year.</p>



## A Healthy Community and Environment

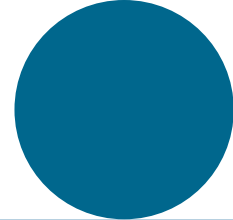
We work to create a healthy and connected community, and a clean, safe and friendly environment, where people take responsibility for each other and how their lifestyles affect the rest of the world.

### Key Strategic Activities for 2011–2012

Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Status
Improving accessible transport options for residents requiring specialised transport.	Number of passengers accessing specialised transport.	Quarterly Performance Report to Council.	Target of service provision to 3,750 residents per quarter.	<p><b>Achieved.</b></p> <p>Council's specialised bus service transported a total of 20,617 passengers throughout the city.</p> <p>Passengers transported per quarter are listed below:            1st Quarter: 5,959 passengers            2nd Quarter: 5,001 passengers            3rd Quarter: 4,692 passengers            4th Quarter: 4,965 passengers</p>
Delivery of Home and Community Care services.	Number of residents receiving Home and Community Care services.	Quarterly Performance Report to Council.	Target of service provision to 3,000 residents per quarter.	<p><b>Achieved.</b></p> <p>Home and Community Care services comprise of home care, personal care, respite and home maintenance services.</p> <p>The following figures represents all of these:            1st Quarter: 3,171 residents            2nd Quarter: 3,202 residents            3rd Quarter: 3,331 residents            4th Quarter: 3,400 residents</p>

Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Status
Implementation of the Menzies Avenue CCTV pilot project in Dandenong North.	Progress report completed for Council.	Quarterly Performance Report to Council.	CCTV project continued – cameras operational	<p><b>Achieved.</b></p> <p>The two-year Closed-Circuit Television (CCTV) Pilot Project in Menzies Avenue, Dandenong North, concluded on 16 June 2012.</p> <p>Final evaluation of the Pilot Project was undertaken in early June 2012, including mail surveys to 520 households and intercept surveys of residents at the shopping strip. A total of 165 surveys were returned.</p> <p>Compared with similar surveys conducted in 2008 and 2011, the results revealed an improvement in residents' perceptions of safety in the precinct:</p> <ul style="list-style-type: none"> <li>• Those who feel unsafe or very unsafe during the day decreased from 46% to 27%</li> <li>• Those who feel unsafe or very unsafe at night decreased from 93% to 69%</li> </ul> <p>Sixty per cent of respondents reported that they were aware of the CCTV installation in the precinct. The proportion of respondents who had seen an incident that made them feel unsafe or very unsafe, fell from 70% in 2008, to 63% by 2012.</p> <p>The 13 cameras will remain in place and continue to record footage. Live monitoring by a security company for seven hours each night has now ceased. All recorded footage is retained for 28 days and can be made available to Police upon request.</p> <p>The CCTV cameras and footage will be managed by Council's Regulatory Services department.</p>





Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Status
Monitor compliance of Food Businesses operating in the municipality.	Number of premises inspections conducted per annum.	Quarterly Performance Report to Council.	Food Safety in local cafes and restaurants maintained. 625 inspections conducted on a quarterly basis.	<b>Achieved.</b>  Council inspects food business premises on a regular basis. Throughout this financial year 2,856 premises were visited.  Conducted inspections per quarter are listed below: 1st Quarter: 715 inspections 2nd Quarter: 736 inspections 3rd Quarter: 749 inspections 4th Quarter: 656 inspections
Provide immunisation services to the community.	Number of children immunised - report on number per quarter and Year-to-date against annual target of 6500 per annum.	Quarterly Performance Report to Council.	Target of 1,625 immunisations per quarter, 6,500 by June 2012.	<b>Achieved.</b>  Council conducted a total of 15,198 Immunisations throughout the year.  Each quarter is shown below: 1st Quarter: 4,628 immunisations 2nd Quarter: 3,829 immunisations 3rd Quarter: 2,485 immunisations 4th Quarter: 4,256 immunisations
Improve the appearance of city streets.	Number of street trees planted	Quarterly Performance Report to Council.	Target 1,500 by June 2012.	<b>Achieved.</b>  2,328 new trees were planted throughout the city.
Rapid response removal of reported graffiti from council property.	Report on removals completed within service standard targets of 95% generally, and 100% for offensive graffiti.	Quarterly Performance Report to Council.	95% removal of graffiti, 100% for offensive graffiti (within timeframes).	<b>Not Achieved.</b>  The total number of requests received for removal of graffiti was 1,013 this financial year. Completion rate was 97% within service standards timeframe.  Within this total, 49 requests were for offensive graffiti removal. Completion rate was 59% within service standards timeframe.
Environmental sustainability initiatives to minimise waste sent to landfill.	Percentage of residential waste diverted from landfill.	Quarterly Performance Report to Council.	Target of 47% diversion annually.	<b>Achieved.</b>  Household diversion rates of waste from landfill totalled 49.92%



## A City of Respect

We work to create a community where people feel secure, supported, valued and cared for; where they can take part in community and civic life; and where people enjoy each others' differences.

### Key Strategic Activities for 2011–2012

Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Status																								
Strengthening volunteerism in the city.	Number of volunteers	Quarterly Performance Report to Council.	Minimum of 250 volunteers within Council per annum.	<p><b>Not Achieved.</b></p> <p>Year end annual average across the 2011–2012 financial year was 218 volunteers.</p> <p>Volunteers each month is listed below:</p> <table border="1"> <tbody> <tr><td>July 2011</td><td>217 volunteers</td></tr> <tr><td>August 2011</td><td>219 volunteers</td></tr> <tr><td>September 2011</td><td>206 volunteers</td></tr> <tr><td>October 2011</td><td>209 volunteers</td></tr> <tr><td>November 2011</td><td>217 volunteers</td></tr> <tr><td>December 2011</td><td>218 volunteers</td></tr> <tr><td>January 2012</td><td>220 volunteers</td></tr> <tr><td>February 2012</td><td>225 volunteers</td></tr> <tr><td>March 2012</td><td>225 volunteers</td></tr> <tr><td>April 2012</td><td>225 volunteers</td></tr> <tr><td>May 2012</td><td>214 volunteers</td></tr> <tr><td>June 2012</td><td>218 volunteers</td></tr> </tbody> </table>	July 2011	217 volunteers	August 2011	219 volunteers	September 2011	206 volunteers	October 2011	209 volunteers	November 2011	217 volunteers	December 2011	218 volunteers	January 2012	220 volunteers	February 2012	225 volunteers	March 2012	225 volunteers	April 2012	225 volunteers	May 2012	214 volunteers	June 2012	218 volunteers
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Strengthening volunteerism in the city.	Number of volunteer hours	Quarterly Performance Report to Council.	Target 25,000 hours annually per annum.	<p><b>Not Achieved.</b></p> <p>Volunteers contributed a total of 17,934.5 hours throughout this financial year.</p> <p>The breakdown of monthly hours is listed below:</p> <table border="1"> <tbody> <tr><td>July 2011</td><td>1385 hours</td></tr> <tr><td>August 2011</td><td>1489 hours</td></tr> <tr><td>September 2011</td><td>1400 hours</td></tr> <tr><td>October 2011</td><td>1550.75 hours</td></tr> <tr><td>November 2011</td><td>1519.5 hours</td></tr> <tr><td>December 2011</td><td>1435.5 hours</td></tr> <tr><td>January 2012</td><td>1133.95 hours</td></tr> <tr><td>February 2012</td><td>1362 hours</td></tr> <tr><td>March 2012</td><td>1514.5 hours</td></tr> <tr><td>April 2012</td><td>1681.4 hours</td></tr> <tr><td>May 2012</td><td>1840.15 hours</td></tr> <tr><td>June 2012</td><td>1622.75 hours</td></tr> </tbody> </table>	July 2011	1385 hours	August 2011	1489 hours	September 2011	1400 hours	October 2011	1550.75 hours	November 2011	1519.5 hours	December 2011	1435.5 hours	January 2012	1133.95 hours	February 2012	1362 hours	March 2012	1514.5 hours	April 2012	1681.4 hours	May 2012	1840.15 hours	June 2012	1622.75 hours
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Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Status																								
Increase library visits (both physical and virtual).	Number of visits in person or via the web to libraries.	Quarterly Performance Report to Council.	238,000 visits per quarter; Target 952,000 by June 2012.	<p><b>Achieved.</b></p> <p>Year end total across the 2011–2012 financial year of library visits comprising both physical and web visits was 1,045,264.</p> <p>Below is the library usage each month:</p> <table border="1"> <tr><td>July 2011</td><td>100,843 visits</td></tr> <tr><td>August 2011</td><td>79,313 visits</td></tr> <tr><td>September 2011</td><td>87,314 visits</td></tr> <tr><td>October 2011</td><td>92,204 visits</td></tr> <tr><td>November 2011</td><td>82,211 visits</td></tr> <tr><td>December 2011</td><td>72,255 visits</td></tr> <tr><td>January 2012</td><td>88,103 visits</td></tr> <tr><td>February 2012</td><td>83,590 visits</td></tr> <tr><td>March 2012</td><td>91,732 visits</td></tr> <tr><td>April 2012</td><td>83,150 visits</td></tr> <tr><td>May 2012</td><td>87,942 visits</td></tr> <tr><td>June 2012</td><td>96,607 visits</td></tr> </table>	July 2011	100,843 visits	August 2011	79,313 visits	September 2011	87,314 visits	October 2011	92,204 visits	November 2011	82,211 visits	December 2011	72,255 visits	January 2012	88,103 visits	February 2012	83,590 visits	March 2012	91,732 visits	April 2012	83,150 visits	May 2012	87,942 visits	June 2012	96,607 visits
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Library Outreach Programs and Services.	Number of Library Outreach program participants.	Quarterly Performance Report to Council.	700 participants per quarter; Target 2,800 by June 2012.	<p><b>Achieved.</b></p> <p>The total number of library outreach program participants was 7,934.</p> <p>Below is the participant numbers per quarter:</p> <table border="1"> <tr><td>1st Quarter</td><td>2,359 participants</td></tr> <tr><td>2nd Quarter:</td><td>1,586 participants</td></tr> <tr><td>3rd Quarter:</td><td>1,778 participants</td></tr> <tr><td>4th Quarter:</td><td>2,211 participants</td></tr> </table>	1st Quarter	2,359 participants	2nd Quarter:	1,586 participants	3rd Quarter:	1,778 participants	4th Quarter:	2,211 participants																
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Support for Families and Children.	Report on early intervention, prevention, education, information and counselling services.	Quarterly Performance Report to Council.	Range of programs delivered to local families and children – participation rates monitored by reporting.	<p><b>Achieved.</b></p> <p>Family Support and Counselling team supported families within Greater Dandenong through direct service. Partnerships have been formed with Sports and Recreation and Cultural Diversity Unit within CGD. These partnerships have provided programs to support vulnerable children and their families. Local businesses have donated money and goods to provide vulnerable children with extracurricular activities that they would not usually have access to e.g. Snow Trip Day, theatre experience and swimming programs.</p>																								

Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Status								
Support for Families and Children continued				<p>Council provided family support, inclusive of non-substantive case report (under 2 hours of service) to 259 families [246 Local Government and 13 Child First] throughout this financial year.</p> <p>Additionally, family support for ongoing cases was provided to 159 families [96 Local Government and 63 Child First] during 2011–2012.</p>								
Maternal & Child Health Enhanced Service.	Number of families who received the enhanced service in the quarter.	Quarterly Performance Report to Council.	Participation rates monitored; Target of 70 families per quarter and 280 by June 2012.	<p><b>Achieved.</b></p> <p>Year end total: 353 families received Enhanced Maternal and Child Health (MCH) Service.</p> <p>Quarterly summaries are as follows;</p> <table> <tr> <td>1st Quarter:</td> <td>233 families</td> </tr> <tr> <td>2nd Quarter:</td> <td>207 families</td> </tr> <tr> <td>3rd Quarter:</td> <td>218 families</td> </tr> <tr> <td>4th Quarter:</td> <td>213 families</td> </tr> </table>	1st Quarter:	233 families	2nd Quarter:	207 families	3rd Quarter:	218 families	4th Quarter:	213 families
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Maternal & Child Health Service Managed.	Participation rate in 3.5 year old checks.	Quarterly Performance Report to Council.	Increased participation rate against previous years figures; Target of 45% children due to have checks.	<p><b>Achieved.</b></p> <p>Year end total: checks completed 1606 (76.9%).</p> <p>Below is the quarterly summaries:</p> <table> <tr> <td>1st Quarter:</td> <td>432 checks completed (78%)</td> </tr> <tr> <td>2nd Quarter:</td> <td>411 checks completed (74%)</td> </tr> <tr> <td>3rd Quarter:</td> <td>446 checks completed (83.4%)</td> </tr> <tr> <td>4th Quarter:</td> <td>317 checks completed (65%)</td> </tr> </table>	1st Quarter:	432 checks completed (78%)	2nd Quarter:	411 checks completed (74%)	3rd Quarter:	446 checks completed (83.4%)	4th Quarter:	317 checks completed (65%)
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## A Leading Council

We are a caring Council that is responsive to the community, which encourages democratic participation, involves people in decisions that affect them, strives for excellence in financial management and council services, and is always looking for better ways to do things.

### Key Strategic Activities for 2011–2012

Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Status
Installation and implementation of the Legislative Compliance Software.	Legislation compliance protocols established and monitored.	Quarterly Performance Report to Council.	Protocols implemented across organisation by June 2012.	<b>Not Achieved.</b>  Product installed but not yet implemented.  Implement action plan developed and approved by the Information Technology Steering Committee, however resources diverted temporarily to rollout of new Objectives Committees (completed) and commercial property portfolio.
Citizenship Ceremonies.	Number of Citizenship Ceremonies reported.	Quarterly Performance Report to Council.	8 Ceremonies conducted by June 2012.	<b>Achieved.</b>  Nine Citizenship Ceremonies were held throughout this financial year.
Citizenship Ceremonies.	Number of people gaining citizenship reported.	Quarterly Performance Report to Council.	1,600 people gaining citizenship by June 2012.	<b>Not Achieved.</b>  A total of 1,187 received Citizenship during 2011–2012.
Long Term Financial Strategy.	Council's Long Term Financial Strategy updated and a revised LTFS reported to and adopted by Council by February 2012.	Annually.	Long Term Financial Strategy updated by February 2012.	<b>Not Achieved.</b>  Council's Long Term Financial Strategy was adopted by Council at the 25 June 2012 Council Meeting.



Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Status
Corporate Planning: Essential Services Commission KPI's.	Manage the implementation, collection of data and reporting on the new ESC KPI's for local government. Integrate the ESC service indicators into corporate planning.	Quarterly Performance Report to Council.	Report provided to Essential Services Commission for 2011–2012.	<b>Not Achieved.</b>  No longer applicable as the Local Government Services Report Initiative was cancelled by the State Government.
Maintaining high standards of customer service responsiveness at Service Centres and Call Centre.	Percentage of responses made within 15 seconds.	Quarterly Performance Report to Council.	Target of 90% call response at the standard.	<b>Not Achieved.</b>  Calls managed by Customer Service totalled 125,223, comprising of an average Grade of Service of 82.69% (calls answered within 15 seconds).
Halls and Meeting Rooms managed.	Number of external bookings at Council facilities.	Quarterly Performance Report to Council.	Annual Target: 1,800 external bookings by June 2012.	<b>Achieved.</b>  Civic Facilities managed 2,581 external bookings throughout this financial year.  Quarterly breakdown is as follows: 1st Quarter: 668 bookings 2nd Quarter: 664 bookings 3rd Quarter: 583 bookings 4th Quarter: 666 bookings



Strategic Activity	Performance Measure	How Data is Reported	Performance Target	Status								
Halls and Meeting Rooms managed.	Number of external guests at Council facilities.	Quarterly Performance Report to Council.	Annual Target: 238,000 external guests by June 2012.	<p><b>Not Achieved.</b></p> <p>Civic Facilities had 216,121 external guests attend functions/events at Council facilities.</p> <p>The number of external guests:</p> <table border="0"> <tr> <td>1st Quarter:</td> <td>61,454 guests</td> </tr> <tr> <td>2nd Quarter:</td> <td>65,079 guests</td> </tr> <tr> <td>3rd Quarter:</td> <td>39,781 guests</td> </tr> <tr> <td>4th Quarter:</td> <td>49,807 guests</td> </tr> </table>	1st Quarter:	61,454 guests	2nd Quarter:	65,079 guests	3rd Quarter:	39,781 guests	4th Quarter:	49,807 guests
1st Quarter:	61,454 guests											
2nd Quarter:	65,079 guests											
3rd Quarter:	39,781 guests											
4th Quarter:	49,807 guests											
Implement Organisational Development Strategy.	Progress of implement actions and initiatives contained in the Organisation Development Strategy.	Quarterly Performance Report to Council.	Annual actions and initiatives completed by June 2012.	<p><b>Achieved.</b></p> <p>A new Performance Management process has been designed by the Working Party and is currently being piloted. The new process will have a greater focus on reviewing performance against organisational values and leadership competencies, and will require greater input from employees.</p>								

## Progress Against Financial Targets

Outputs	Note	Measures	Actual 2010-2011	Actual 2011-2012	Target 2011-2012	Difference
<b>Rates</b>		Total rates and charges declared (\$000's)	\$81,946	\$89,080	\$89,080	-
		Average Rates and charges (per assessment)	\$1,426	\$1,527	\$1,527	-
		Rates and charges (per capita)	\$593	\$628	\$625	\$3
		Rates and charges (% of CIV)	0.32%	0.34%	0.34%	-
		Average residential rates and charges per assessment	\$699	\$737	\$737	-
<b>Dependence on Rates &amp; Grants</b>		Rates and charges (% of total revenue)	56.97%	56.60%	59.12%	(2.52%)
	1	Financial assistance grants (per capita)	\$75.88	\$92.80	\$74.37	\$18.43
<b>Achieve Financial Plans</b>	2	% achievement of budgeted operating surplus (actual against original budget)	80.41%	(19.51%)	100%	(119.51%)
	3	% achievement of capital expenditure program	73.03%	61.46%	100%	(38.54%)
<b>Sustainability</b>		Underlying Operating surplus/(deficit) (% of total underlying revenue)	2.33%	(0.80%)	4.13%	(4.93%)
	4	% change in net assets from previous year	0.17%	3.12%	17.00%	(13.88%)
		Debt servicing costs as % of rates and charges revenue	2.13%	1.85%	2.39%	(0.54%)
		Working capital ratio (current assets/current liabilities)	1.64	1.98	1.52	0.46
		Self Financing ratio (%) (ability to generate cash flows from operations)	25.61%	31.56%	40.93%	(9.37%)
		Non-current liabilities to revenue ratio (%) (ability to meet long term debt obligations)	15.72%	30.24%	23.00%	7.24%
<b>Capital Expenditure</b>		Ratio of capital expenditure to total depreciation	1.52	1.82	2.91	(1.09)
<b>Infrastructure Renewal</b>		Ratio of current spending on renewal to the long term AAAC	0.33	0.54	0.56	(0.02)



Outputs	Note	Measures	Actual 2010-2011	Actual 2011-2012	Target 2011-2012	Difference
<b>Infrastructure Renewal &amp; Maintenance</b>		Ratio of current spending on renewal plus maintenance to the long term AAAC plus maintenance	0.42	0.61	0.61	-
<b>Debt Management</b>		Rates, fees and charges outstanding as % of rates, fees and charges revenue outstanding at 30 June	8.16%	10.45%	9.98%	0.47%
<b>Operating Costs</b>		% change in net operating expenditure (from 30 June)	6.82%	10.64%	4.76%	5.88%
		Average operating expenditure per assessment	\$2,267	\$2,512	\$2,378	\$134
		Operating expenditure per capita	\$940	\$1,027	\$973	\$54
		% Change in operating expenditure per capita	6.82%	10.64%	4.76%	5.88%

## Notes - Comments on significant variances

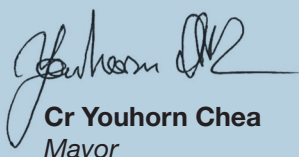
- 1 The favourable variance against target is due mainly to the Financial Assistance grant from Victorian Grants Commission being higher than target caused by the early receipt of \$5.43 million (or 50%) from the 2012-2013 allocations.
- 2 A lower than targeted surplus was achieved due mainly to Employee benefits being higher than the target by \$10.46 million. The Council is required to contribute to the \$406 million shortfall in the Local Authority defined benefits superannuation scheme. Council's share of this shortfall being \$10.57 million. This amount has been recognised as an expense in 2011-2012, but was not known at the time of the original budget.
- 3 Capital expenditure program achieved was lower than target due mainly to nil DCP funded works expenditure recognised at 30 June 2012 following a review of the DCP's which resulted in a change of accounting treatment. The construction of DCP infrastructure undertaken by developers will be refunded to them from amounts held by Council as deposits.
- 4 The change in net assets from previous year has been lesser than target due mainly to net assets as at 30 June 2012 decreasing through the recognition of unfunded superannuation liability (\$10.57 million) and treating DCP contributions as liability instead of income.

## Certification of the Performance Statement

In our opinion the accompanying Performance Statement of the City of Greater Dandenong in respect of the 2011-2012 financial year, is presented fairly and in accordance with the Local Government Act 1989.

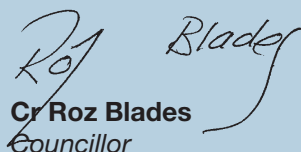
The statement outlines the performance targets and measures set out in relation to the achievement of the Annual Plan in respect of that year described in the Council Plan and describes the extent to which the business plan was met in that year having regard to those targets and measures.

As at the time of signing, we were not aware of any circumstance which would render any particulars in the statement to be misleading or inaccurate.



**Cr Youhorn Chea**  
Mayor

Dated: 11 September 2012



**Cr Roz Blades**  
Councillor

Dated: 11 September 2012



**John Bennie**  
Chief Executive Officer

Dated: 11 September 2012

# Auditor-General's Office - Independent Auditor's Report

**VAGO**

Victorian Auditor-General's Office

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Melbourne VIC 3000  
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Email [comments@audit.vic.gov.au](mailto:comments@audit.vic.gov.au)  
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## INDEPENDENT AUDITOR'S REPORT

### To the Councillors, City of Greater Dandenong

#### *The Performance Statement*

The accompanying performance statement for the year ended 30 June 2012 of the City of Greater Dandenong which comprises the statement, the related notes and the certification of the performance statement has been audited.

#### *The Councillors' Responsibility for the Performance Statement*

The Councillors of the City of Greater Dandenong are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989*. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the performance statement that is free of material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. These Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement 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 entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

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

#### *Independence*

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

*Auditing in the Public Interest*

### Independent Auditor's Report (continued)

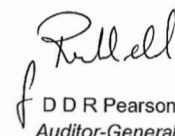
#### *Auditor's Opinion*

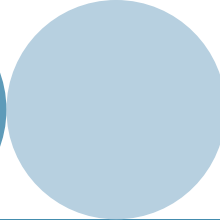
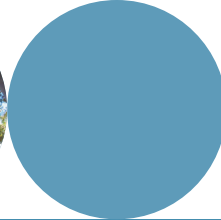
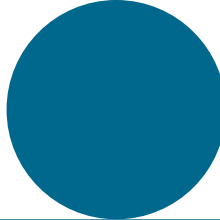
In my opinion, the performance statement of the City of Greater Dandenong in respect of the 30 June 2012 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

#### *Matters Relating to the Electronic Publication of the Audited Performance Statement*

This auditor's report relates to the performance statement of the City of Greater Dandenong for the year ended 30 June 2012 included both in the City of Greater Dandenong's annual report and on the website. The Councillors of the City of Greater Dandenong are responsible for the integrity of the City of Greater Dandenong's website. I have not been engaged to report on the integrity of the City of Greater Dandenong's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this statement. If users of the performance statement are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the performance statement to confirm the information contained in the website version of the performance statement.

MELBOURNE  
14 September 2012

  
D D R Pearson  
Auditor-General



Alex Wilkie Nature Reserve is a valuable educational and cultural resource ideal for school groups or for visitors interested in walking through some of the region's most beautiful bushland. A ranger is on hand for guided tours, and to describe the natural fauna and flora of the local environment.

# Management Comment on the Financial Report 2011-2012





## Overview

Understanding Council's financial performance from financial statements prepared in accordance with Australian Accounting Standards can frequently be problematic and the purpose of this overview is to provide readers with greater clarity about the financial outcomes for the 2011–2012 financial year.

Council's 2011–2012 Income Statement highlights that Council achieved an overall surplus for the financial year of \$39.59 million. This result is, however, impacted upon by a combination of items – some of which are operational in nature and occur every year and others which are highly dynamic and change significantly each year.

The most important outcome from Council's perspective is the underlying operational outcome and ensuring that the operational activities that Council conducts on an annual basis results in a surplus result. Whilst the one-year result is not of any great consequence, it is essential for Council's long-term financial viability that provision of annual operating services is not eroding the net asset value of Council.

It should be kept in mind that the underlying result (or 'Net Result prior to capital and asset items') is not a cash based result but remains an accounting surplus which includes non-cash items such as depreciation and excludes cash items such as capital expenditure and loan repayments.

The City of Greater Dandenong recorded an underlying deficit in 2011-2012 of \$1.17 million (surplus of \$3.16 million in 2010-2011). A key contributor to the outcome was the recognition of \$10.57 million as an expense relating to Council's requirement to contribute to the \$406 million shortfall in the Local Authority defined benefits superannuation scheme (as at 31 December 2011). After adjusting for this significant item, Council's underlying operating result would have resulted in a \$6.25 million improvement on the 2010-11 result and is inclusive of the 50% or \$5.43 million early receipt of the 2012-2013 Victoria Grants Commission allocation (2010-11, 25% or \$2.70 million).

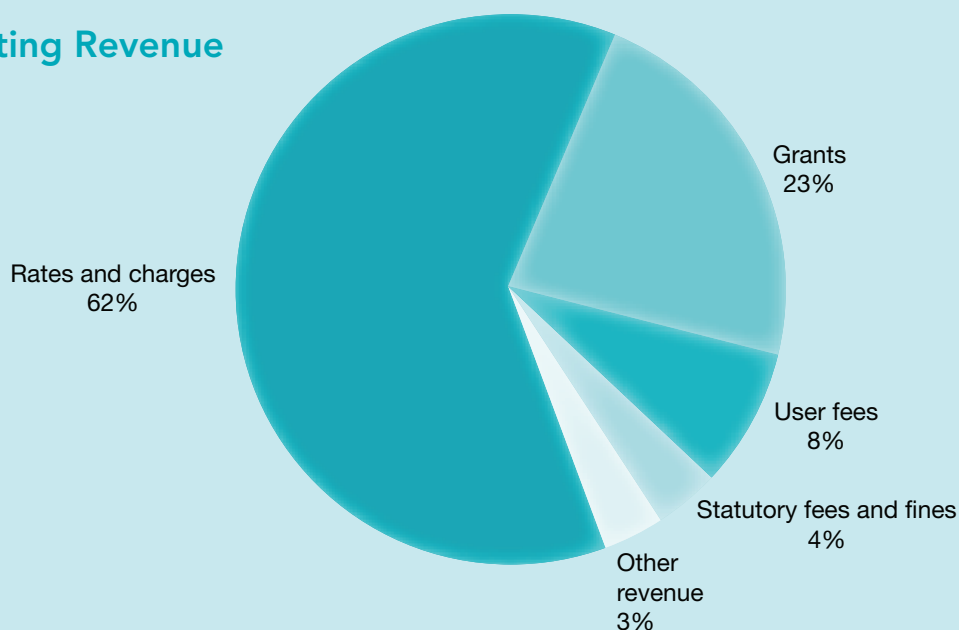
Beyond the underlying net result for the year, Council received \$5.82 million in capital grant funding and \$2.16 million in capital contributions. A further \$13.41 million was received in the contribution of non-monetary assets from developers leading to a net surplus accounting result for the year of \$22.45 million.

Finally a review of Council's asset valuations led to a revaluation increment of \$17.14 million in the value of Council's assets leading to a comprehensive income statement outcome of a surplus of \$39.59 million.

## Revenue

Council's operating revenue for 2011–2012 was \$145.32 million (\$135.56 million in 2010-2011) including rates and charges revenue (\$89.61 million), operating grants (\$32.32 million), and fees and charges (\$17.49 million). The breakdown of operating revenue by major categories is depicted in the graph below:

### Operating Revenue



Council's non-operating revenue for 2011–2012 was \$24.46 million (\$24.32 million in 2010-2011) including capital grants (\$5.82 million), capital contributions (\$2.16 million) gain on sale of assets (\$3.08 million) and contributions of non monetary assets, mainly from sub division activity (\$13.41 million).

**Rate revenue** (including waste collection charges) – general rate revenue is based on the Capital Improved Value of properties and a 'rate in the dollar' applied against each category of property. Waste collection charges are based on the number of bins and frequency of collections. Council's rate revenue for the year was in line with budget expectations. Refer note 3 of Financial Report for further details on rate revenue.

**Grants and contributions** – Operational grant revenue comprises a general purpose grant of \$13.23 million (which included \$1.57 million for local roads), and tied grants of \$19.74 million which were essentially for community care and community wellbeing services. Capital grants received were \$5.82 million. These grants are expended on these services in addition to the funds allocated by Council from other sources of revenue. (Refer Note 4 of Financial Report). Cash contributions of \$2.16 million received were mainly for public open space development. Non-monetary contributions of \$13.41 million were mainly from "gifted" assets from developer activity.

**Fees, charges and fines** - Revenue from these sources were \$17.49 million for the year (\$19.42 million in 2010-11). The major sources of revenue are:

- Dandenong Market stall income \$4.88 million
- Hire of council facilities \$1.74 million
- Aged care services \$1.61 million
- Parking fees and fines \$3.57 million
- Statutory and other fees (building permits, infringements, infringement court recoveries, etc.) \$3.67 million

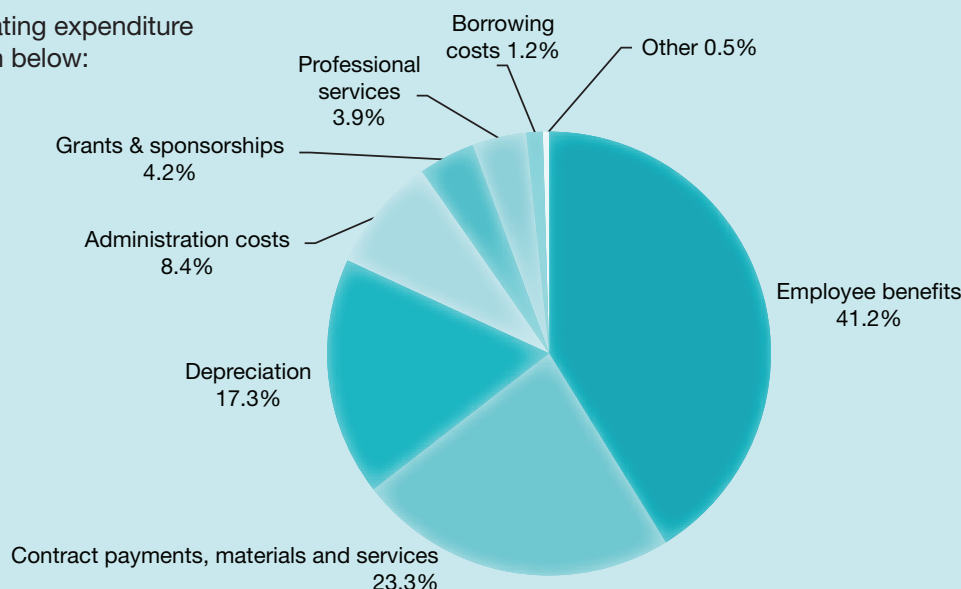
**Other income** (\$5.25 million) - This item of income essentially relates to fees for provision of valuation data to State Revenue Office, interest received on investments and other sundry income.

## Expenditure

Total operating expenditure for 2011–2012 including depreciation was \$135.92 million (\$130.22 million in 2010-2011). Council's contribution of \$10.57 million to the unfunded superannuation liability has been excluded.

The major items of operating expenditure are depicted in the graph below:

### Operating Expenditure



**Employee benefits (\$56.03 million)** – Employee and labour costs including salary-oncosts such as WorkCover premium, provision for long service leave entitlements and Council's superannuation contributions on behalf of employees (excluding Council's contribution towards unfunded superannuation).

**Contract payments, materials & services (\$31.67 million)** – Included in this category are the following major costs relating to:

- Maintenance and repairs of roads, drains and buildings \$4.82 million
- Waste collection and disposal \$9.25 million
- Park Services \$4.17 million
- Dandenong Market \$3.15 million
- Street lighting \$1.56 million
- Fleet maintenance \$0.79 million

**Grants, sponsorships and contributions (\$5.75 million)** – Council provides grants to various sporting and cultural bodies to assist in promoting the city's diversity. It also provides an annual amount towards Council's Family Day Care program.

**Professional fees and other expenses (\$5.32 million)** – Mainly includes consultancy costs, and legal costs for various services (\$4.51 million). Other costs include statutory fees and audit costs. Refer note 14 of the Financial Report.

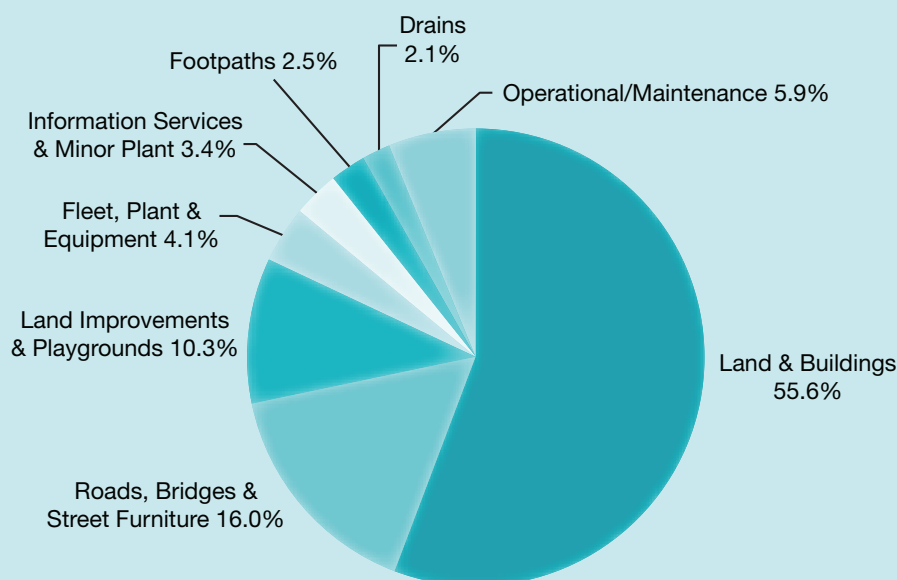
**Administration costs (\$11.35 million)** – Administration costs include information management expenses (\$2.04 million), insurance costs (\$1.64 million), printing, publications and promotions of \$1.99 million and motor vehicle maintenance of \$1.24 million. It also includes occupancy costs (\$2.36 million) for rent, electricity, gas, telephone and water. Refer to note 15 in the Financial Report.

**Borrowing costs (\$1.65 million)** – represents interest on Council's long term borrowings.

**Depreciation (\$23.51 million)** – The depreciation expense reflects the diminution in the value of assets due to wear and tear and obsolescence. It has no impact on the cash position of Council. Cash flow is impacted only at the time of purchase and sale of assets.

## Capital Expenditure (as per the Capital Works Standard Statement)

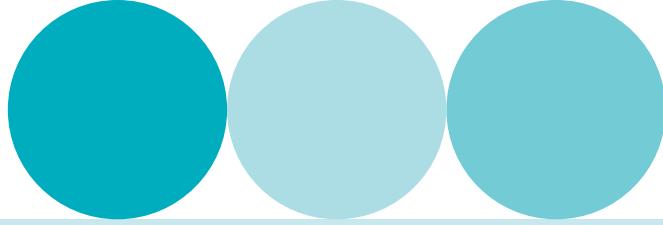
The major items of expenditure are depicted in the chart below.



Council spent \$45.56 million on capital expenditure during the year. This comprises expansion (\$2.31 million), renewal (\$18.24 million), upgrade (\$3.94 million) and new assets (\$18.37 million).

The major projects include:

- Noble Park Aquatic Centre (\$13.19 million)
- Municipal Building Project (\$5.78 million)
- Local roads surfacing/rehabilitation program (\$4.29 million)
- Fleet, plant and equipment (\$1.87 million)
- Springvale Civic Project (\$1.05 million)
- Library books renewal (\$0.97 million)
- Local roads rehabilitation program (implementing Roads to Recovery) (\$0.69 million)
- Playground improvements (\$0.55 million)
- Tree planting program (\$0.52 million).



## Cash Flows (Refer Standard Cash Flow Statement)

*Net inflows from operating activities* – Council generated a net cash inflow from operating activities of \$45.87 million. Included in this result are:

- higher interest received \$3.07 million against a budget of \$2.11 million, as a result of greater than expected cash balances carried during the year,
- government grants received \$38.79 million (against a budget of \$31.57 million) which included the early receipt of \$5.43 million of the 2012-2013 Victoria Grants Commission allocation, resulting in government grants exceeding the budget by \$7.22 million,
- contributions were less than the budget due to Development Contribution Plan (DCP) cash contributions being recognised as a liability rather than income; and
- higher than expected cash payments to employees and suppliers.

**Note:** The specific line items making up the cash flows from operations in the Financial Report differs from the Standard Statements in that the cash flows in the financial report are inclusive of Goods and Services Tax.

*Net outflows from investing activities* – Investing activities refer mainly to Council's sale and purchase of non-current assets. Council spent a net amount of \$43.80 million in purchase of assets.

*Financing activities* – Financing activities refer to Council's borrowings. Council repaid \$2.81 million of its long term debt during the year, but borrowed \$15.20 million for Noble Park Aquatic Centre and Municipal Building Project.

## Borrowings

Council's borrowing at 30 June 2012 was \$36.04 million, which is 40.22% of rate revenue (Government prudential limit is 80%). \$33.10 million of further borrowings are planned in 2012-2013 for the Municipal Building Project. Loan repayments of \$18.80 million are planned over the next five years under Council's borrowing strategy.

Council intends to retire these debts through cash flows generated from operations.

## Council's Financial Position

Council's financial position improved by \$39.52 million during the year, made up of a surplus of \$22.45 million and an asset revaluation increment of \$17.14 million. The net worth of Council at 30 June 2012 was \$1.308 billion (\$1.269 billion in 2011), made up of the following assets and liabilities:

### Council's assets (what Council owns) comprise:

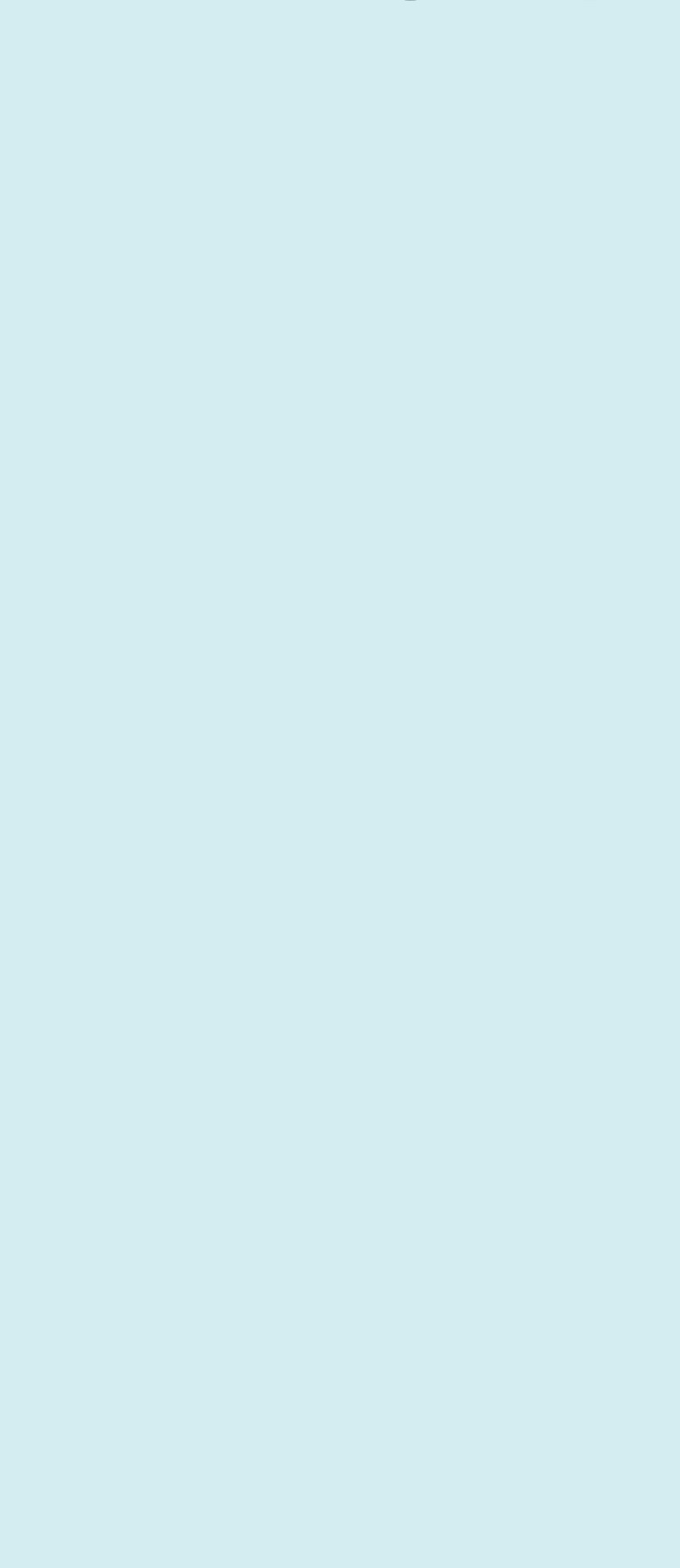
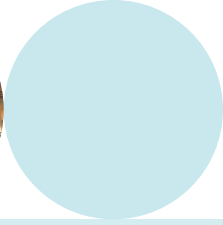
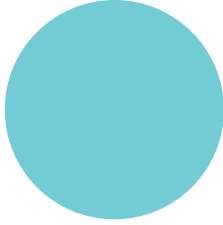
	\$M	%
<b>Assets:</b>		
Land and land improvements	614.16	44.0%
Roads and bridges	264.09	18.9%
Buildings	160.45	11.5%
Drainage	123.41	8.8%
Cash and other assets	88.29	6.3%
Footpaths and bike paths	70.41	5.1%
Plant, furniture and playground equipment	24.05	1.7%
Works in progress	20.92	1.5%
Land under roads	17.88	1.3%
Car parks	10.09	0.7%
Trees	1.06	0.1%
	<b>1,394.81</b>	<b>100%</b>

### Council's Liabilities (what Council owes) comprise:

	\$M	%
Long term borrowing	36.04	41.6%
Creditors	24.28	28.0%
Trust monies	13.02	15.0%
Employee entitlements	13.36	15.4%
	<b>86.70</b>	<b>100%</b>

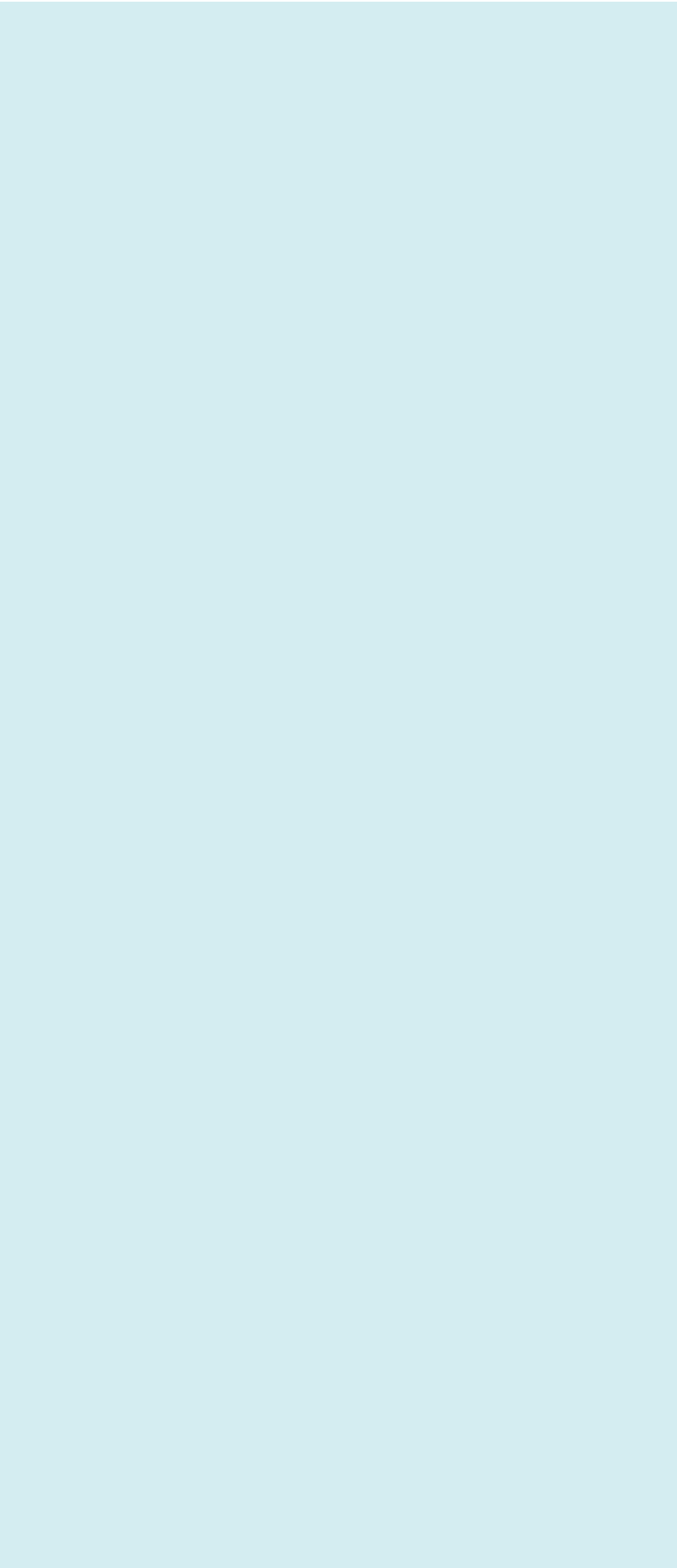
The difference between the assets and liabilities amounting to \$1.308 billion is the net worth of the Council to its ratepayers and community.

**Note:-** The above financial report summary does not form part of the statutory reporting and hence not subject to audit certification. It has been written to assist the Greater Dandenong community in better understanding the financial operations and financial position of their Council. As stated in the Overview, these comments must be read in conjunction with the Financial Report and Standard Statements that immediately follow these comments in this Annual Report.



# Financial Report Year Ended 30 June 2012





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# Comprehensive Income Statement

For the Year Ended 30 June 2012

	Note	2012 \$'000s	2011 \$'000s
<b>REVENUE</b>			
Rates and charges	3	89,608	82,218
Grants - recurrent	4	32,315	28,629
Grants - non-recurrent	4	659	67
Statutory fees and fines	6	5,484	5,393
User fees	7	12,009	14,028
Other revenue	9	5,245	5,222
<b>TOTAL REVENUE</b>		<b>145,320</b>	<b>135,557</b>
<b>EXPENSES</b>			
Employee benefits	10	(56,030)	(52,657)
Employee benefits - additional call defined benefits fund	10	(10,569)	(2,177)
Contract payments, materials and services	11	(31,673)	(31,915)
Depreciation	12	(23,508)	(22,307)
Grants, sponsorships and contributions	13	(5,751)	(5,854)
Professional services	14	(5,323)	(5,105)
Administration costs	15	(11,353)	(10,005)
Finance costs	16	(1,654)	(1,753)
Other expenses	17	(625)	(627)
<b>Total expenses</b>		<b>(146,486)</b>	<b>(132,400)</b>
<b>Net result prior to capital income and asset items</b>	2	<b>(1,166)</b>	<b>3,157</b>
Net gain on disposal of assets	8	3,076	1,979
Capital grants	4	5,819	3,306
Capital contributions	5(a)	2,155	2,338
Contributions - non-monetary assets	5(b)	13,413	16,964
Assets written off	21(e)	(847)	(2,157)
<b>Net result for the year</b>		<b>22,450</b>	<b>25,587</b>
<b>Other comprehensive income</b>			
Net asset revaluation increment (decrement)	26(a)	17,142	(19,785)
<b>Comprehensive result</b>		<b>39,592</b>	<b>5,802</b>

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

# Balance Sheet

as at 30 June 2012

	Note	2012 \$'000	2011 \$'000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	18	69,278	54,981
Trade and other receivables	19	14,933	12,073
Inventory - property	20	251	927
<b>Total current assets</b>		<b>84,462</b>	<b>67,981</b>
<b>Non-current assets</b>			
Property, plant and equipment	21(a),(b)	797,901	763,030
Infrastructure assets - realisable	21(c)	10,848	10,639
Infrastructure assets - non-realisable	21(d)	497,770	485,655
Inventory - property	20	3,824	3,960
<b>Total non-current assets</b>		<b>1,310,343</b>	<b>1,263,284</b>
<b>Total assets</b>		<b>1,394,805</b>	<b>1,331,265</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	22	13,715	11,539
Employee provisions	23	12,769	11,627
Trust funds and deposits	24	13,016	15,473
Interest-bearing loans and borrowings	25	3,254	2,807
<b>Total current liabilities</b>		<b>42,754</b>	<b>41,446</b>
<b>Non-current liabilities</b>			
Employee provisions	23	593	469
Superannuation liability	29	10,569	-
Interest-bearing loans and borrowings	25	32,788	20,841
<b>Total non-current liabilities</b>		<b>43,950</b>	<b>21,310</b>
<b>Total liabilities</b>		<b>86,704</b>	<b>62,756</b>
<b>NET ASSETS</b>		<b>1,308,101</b>	<b>1,268,509</b>
<b>EQUITY</b>			
Accumulated surplus		548,671	532,131
Asset revaluation reserve	26(a)	737,394	720,252
Other reserves	26(b)	22,036	16,126
<b>TOTAL EQUITY</b>		<b>1,308,101</b>	<b>1,268,509</b>

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

# Statement of Changes in Equity

For the Year Ended 30 June 2012

<b>2012</b>	<b>Note</b>	<b>Total 2012 \$'000</b>	<b>Accumulated Surplus 2012 \$'000</b>	<b>Asset Revaluation Reserve 2012 \$'000</b>	<b>Other Reserves 2012 \$'000</b>
Balance at beginning of the financial year		1,268,509	532,131	720,252	16,126
Surplus for the year		22,450	22,450	-	-
Transfers to other reserves	26(b)	-	(15,997)	-	15,997
Transfers from other reserves	26(b)	-	10,087	-	(10,087)
Net asset revaluation increment	26(a)	17,142	-	17,142	-
<b>Balance at end of the financial year</b>		<b>1,308,101</b>	<b>548,671</b>	<b>737,394</b>	<b>22,036</b>

<b>2011</b>	<b>Note</b>	<b>Total 2011 \$'000</b>	<b>Accumulated Surplus 2011 \$'000</b>	<b>Asset Revaluation Reserve 2011 \$'000</b>	<b>Other Reserves 2011 \$'000</b>
Adjusted balance at the beginning of the financial year		1,266,346	501,426	740,037	24,883
Prior year error adjustment directly to equity	1.21 & 37	(3,639)	-	-	(3,639)
<b>Adjusted balance at the beginning of the financial year</b>		<b>1,262,707</b>	<b>501,426</b>	<b>740,037</b>	<b>21,244</b>
Surplus for the year		31,446	31,446	-	-
Prior year error adjustment to developer contributions	1.21 & 37	(5,859)	(5,859)	-	-
Adjusted surplus (deficit) for the year		25,587	25,587	-	-
Transfers to other reserves	26(b)	-	(1,501)	-	1,501
Transfers from other reserves	26(b)	-	6,619	-	(6,619)
Net asset revaluation (decrement)	26(a)	(19,785)	-	(19,785)	-
<b>Balance at end of the financial year</b>		<b>1,268,509</b>	<b>532,131</b>	<b>720,252</b>	<b>16,126</b>

The above statement of changes in equity should be read in conjunction with the accompanying notes.

# Cash Flow Statement

For the Year Ended 30 June 2012

	Note	2012 Inflows/ (Outflows) \$'000	2011 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>			
Receipts from ratepayers		88,133	81,934
Fees, charges, fines and other (inclusive of GST)		20,241	22,202
Contributions (inclusive of GST)		2,245	2,927
Government grants (inclusive of GST)		40,411	32,614
Interest received		3,070	3,178
Payments to suppliers (inclusive of GST)		(60,670)	(59,919)
Payments to employees		(54,344)	(54,167)
Net GST refund (payment)		6,782	5,950
<b>Net cash provided by operating activities</b>	32	<b>45,868</b>	<b>34,719</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment		(43,803)	(34,729)
Proceeds from sale of property, infrastructure, plant and equipment		3,024	3,116
<b>Net cash used in investing activities</b>		<b>(40,779)</b>	<b>(31,613)</b>
<b>Cash flows from financing activities</b>			
Finance costs		(1,672)	(1,773)
Proceeds from interest-bearing loans and borrowings		15,200	-
Repayment of interest-bearing loans and borrowings		(2,806)	(2,629)
Trust funds and deposits		(1,514)	(5,850)
<b>Net cash used in financing activities</b>		<b>9,208</b>	<b>1,448</b>
Net increase in cash and cash equivalents		14,297	4,554
Cash and cash equivalents at beginning of the financial year		54,981	50,427
<b>Cash and cash equivalents at end of the financial year</b>	18 & 33	<b>69,278</b>	<b>54,981</b>
Financing arrangements	18		
Restrictions on cash assets	18		

The above cash flow statement should be read in conjunction with the accompanying notes.

# Notes to the Financial Report

## Introduction

The City of Greater Dandenong was established in December 1994 with the amalgamation of the former City of Springvale and former City of Dandenong, and is a body corporate. The Council's main offices are located at 397-405 Springvale Road, Springvale 3171.

The purpose of the council is to:

- Provide for the peace, order and good government of the city;
- To promote our cultural diversity, and economic, social and environmental viability;
- To build partnerships with its citizens;
- To promote business and employment opportunities;
- To ensure transparency and accountability in Council decision making;
- To improve the overall quality of life of its citizens; and
- To enable all citizens to take pride in Greater Dandenong as a great place to live, work, play or visit.

The Council's external audit is conducted by the Victorian Auditor-General's Office, and its internal auditor is Crowe Horwath. The main banker for the Council is the Commonwealth Bank of Australia. The Council draws from a pool of solicitors, depending on the nature of the requirement.

The council's website address is **[www.greaterdandenong.com](http://www.greaterdandenong.com)**

This financial report is a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations, the Local Government Act 1989, and the Local Government (Finance and Reporting) Regulations 2004.

## Note 1 Significant accounting policies

### 1.1 Basis of accounting

The financial report is prepared on the accrual and going concern basis under the historical cost convention, except for certain assets as disclosed in notes 1.3(d), 1.8 and 1.11.

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. Disclosure notes 13, 18, 27(b) and 29 for 2010–2011 have been amended. Sub groupings within these notes have been reclassified.

### 1.2 Revenue recognition

#### a) Rates

Rates and service charges are recognised as revenue at the declaration of the rate, levy or service charge, at commencement of the rating year as it is an enforceable debt linked to the rateable property. The Council uses Capital Improved Value (CIV) as the basis of valuation of all properties for rating purposes. CIV includes the value of land and buildings and improvements made to them. A rate in the dollar for different types of properties is applied to the CIV to arrive at the declared rates (refer note 3).

b) **Grants, donations and other contributions**

Grants, donations and other cash contributions are recognised as revenue upon receipt or upon prior confirmation that they have been secured.

Where grants or contributions recognised as revenue during the financial year were for a specific purpose and remained unspent at balance date, the unspent amount of the grant or contribution is disclosed in notes 4 and 5. Any amount of a grant that was received in prior years and was spent during the current year is disclosed in note 4.

c) **User fees, charges and fines**

User fees and charges are recognised as revenue upon such fees and charges being raised for services provided or payment received, whichever occurs first. Fines are recognised as revenue upon issuance of infringement notices.

A provision for doubtful debts is recognised when collection in full is no longer probable.

d) **Sale of property, plant and equipment**

Revenue arising from the sale of assets is recognised when control of the asset has unconditionally passed to the buyer.

e) **Interest and rents**

Interest and rents are recognised as revenue when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

f) **Assets from new developments**

Council acquires infrastructure assets such as land, roads, drains and footpaths from developers through new sub division activity. These assets are initially recognised as non-monetary contributions at their current valuations.

### 1.3 Recognition and measurement of non-current assets

The Council has adopted the following in relation to the acquisition and depreciation of non-current assets.

a) **Acquisition**

Assets are initially recorded at cost, being the fair value of the assets provided as consideration at the date of acquisition. Costs incidental to their acquisition, such as architects' fees and engineering design fees, that are incurred in preparing the asset for use are also capitalised. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

Where assets are constructed by Council, cost of construction includes all direct materials and labour, and an appropriate amount of directly attributable variable and fixed overheads.

Assets acquired from developers through sub division activity are initially recognised at their current valuation (refer Note 1.2 f).

b) **Thresholds for asset recognition**

The following classes of assets have been recognised in Note 21 with threshold limits as shown below and have not changed from the prior year except for minor plant, furniture and equipment of which the threshold has increased to \$2,000 (2010-2011, \$500).

<b>Class of assets</b>	<b>Threshold</b>
<b>Land and buildings</b>	
Land	Nil
Land under Roads	Nil
Land improvements (including irrigation and sprinkler systems, and fencing)	1,000
Buildings	Nil
Building Improvements	2,000
<b>Plant and equipment</b>	
Plant and equipment	2,000
Minor plant, furniture and equipment	2,000
<b>Infrastructure assets (non-realizable)</b>	
Roads	20,000
Kerb and channel	5,000
Footpaths/bikepaths	
- Expansion and upgrade	1,000
- Renewals	Nil
Bridges	5,000
Drains	5,000
<b>Infrastructure assets (realizable)</b>	
Recreational equipment	1,000
Street furniture	10,000

c) **Depreciation and amortisation of non-current assets**

All non-current assets are depreciated over their useful lives to the Council in a manner that reflects the consumption of the service potential of those assets. Depreciation is provided on a straight-line basis using rates applicable to the council's experience. The estimated useful lives reflect a program of normal maintenance and are reviewed continually as part of the Council's asset management program.

Where infrastructure assets have separate identifiable components with distinct useful lives, a separate depreciation rate is determined for each component.

The following table shows the major categories of assets and associated useful lives which has not changed from the prior year with the exception of buildings which has been amended to 50-100 years (2010-2011, 50-75 years) and off street car parks 15-20 years (2010-2011, 25 years). This is a presentation amendment which better reflects the useful lives within these respective asset categories at 30 June 2012.

<b>Property</b>	
Land	
- Land, land under roads, parks, reserves, ovals	N/A
Land improvements	10 years
Buildings	50 - 100 years
Building Improvements	10 years
<b>Plant and equipment</b>	
Plant and equipment	5 years
Minor plant, furniture and equipment	
- Artworks	N/A
- Furniture and equipment	6 – 15 years
- IT devices and software	3 - 5 years
- Parking meters	10 years
- Street signs/traffic control	20 years
- Library catalogue	5 years
- Library equipment	20 years
- Library plant	15 years
<b>Infrastructure</b>	
Roads	
- Pavement and seal	12 – 20 years
- Substructure	100 years
- Kerb and channel	80 years
Earthworks	N/A
Footpaths/bikepaths	10 – 50 years
Bridges	20 - 100 years
Drains	100 years
Off street car parks	15 - 20 years
Recreational equipment (playgrounds)	10 - 20 years
Street furniture	10 - 20 years

#### d) Revaluation of non-current assets

Subsequent to initial recognition, all non-current assets other than plant, equipment, realisable infrastructure assets and land under roads are measured at fair value. Fair value for most asset categories is represented by their current replacement cost less accumulated depreciation.

Valuation assessments are carried out by the Council each year to ensure that each asset category is represented at fair value at the reporting date. Formal revaluations are generally carried out at rolling four yearly intervals to confirm these assessments, except for land and buildings which are formally valued every two years. Council uses index movements to establish fair value in the years between formal valuations. The Council's internal experts or independent valuers carry out these formal valuations. Where the carrying value materially differs from the fair value, that class of asset is revalued.

Where assets are revalued, the revaluation increment is credited to the asset revaluation reserve, except where such increment reverses a previous valuation decrement of the same class of asset. In that event, the increment is recognised as revenue in the Comprehensive Income Statement to the extent of the previous revaluation expense.

A valuation decrement is recognised as an expense in the Comprehensive Income Statement, except where such a decrement is a reversal of a previous increment of the same class of asset. In such cases, the decrement is charged against the asset revaluation reserve to the extent of the previous increments.

Land under roads:

In accordance with options available under Australian Accounting Standards Council has opted to recognise all land under roads acquired after 30 June 2008 using the cost basis. Council does not recognise land under roads that it controlled prior to that period in its financial report.

In July 2011, the Department of Planning and Community Development (DPCD) issued a Guidance Circular (15/11) regarding the recognition and measurement of land under roads. The DPCD recommended that Council's should recognise all land under roads (both pre and post 1 July 2008) and that these assets should be accounted for at fair value. A transitional period has been proposed and DPCD expects Councils to be compliant by the 2014–2015 financial year.

e) **Realisable infrastructure assets**

Infrastructure assets comprising street furniture and recreational equipment are considered by their nature to be realisable assets. All other infrastructure assets are considered to be non-realisable. Non-realisable assets are excluded from the calculations of financial ratios (refer Note 34).

f) **Existing assets not previously recognised**

Non-current assets not previously recognised are classified as though they had always been recognised by an adjustment through equity and a restatement of the previous year's comprehensive income statement if applicable.

#### **1.4 Trust monies**

Amounts received as tender deposits, bonds and retention monies are recognised as trust monies until they are refunded or forfeited (refer note 24). Amounts received from developers relating to the Development Contribution Plans (DCP) are held as deposits and are a surety for the construction of DCP infrastructure. Upon completion of the infrastructure, Council will refund the developer the deposit. Due to the uncertainty of when the developer may submit a claim for refund, the monies held are treated as a current liability.

#### **1.5 Employee costs**

a) **Accrued salary and wages**

A liability for accrued salary and wages including associated oncosts is recognised, being the amount earned and unpaid at balance date.

b) **Annual leave and long service leave**

##### **Annual leave**

Annual leave entitlements are determined up to balance date as amounts expected to be paid when the obligation is settled, inclusive of leave loading and associated oncosts. Annual leave entitlements expected to be settled within twelve months are measured in nominal dollars. Annual leave entitlements expected to be settled after twelve months are measured at the present value of the estimated future cash outflows. Commonwealth bond rates are used for discounting future cash flows.

##### **Long service leave**

Long service leave entitlements are assessed at each balance date having regard to length of service, estimated future movements in rates of pay, oncosts and other factors including experience of employee departures and their periods of service. Long service leave expected to be paid within twelve months is measured at nominal value based on the amount expected to be paid when settled. Long service leave entitlements expected to be settled after twelve months are measured at the present value of the estimated future cash outflows. Commonwealth bond rates are used for discounting future cash flows.

### Classification of employee benefits

An employee benefit liability is classified as a current liability if the Council does not have an unconditional right to defer settlement of the liability for at least twelve months. All annual leave and unconditional long service leave entitlements after 7 years of continuous service have been classed as current.

#### c) Superannuation

The superannuation expense for the financial year is the amount of the statutory contribution the Council makes to the superannuation plans that provide benefits to its employees.

Additionally, the Council may recognise a liability in respect of present obligations to the defined benefits superannuation schemes from time to time, to which current and former employees of council belong. The liability, if any, will represent the Council's share of the shortfall of the net market value of the scheme's assets (inclusive of tax and interest accrued), relative to the benefits accrued to its members at balance date (see note 29).

### 1.6 Recognition of payables

Liabilities are recognised for amounts to be paid in the future for goods and services received as at balance date, whether or not invoices have been received (refer notes 22 and 27).

### 1.7 Leases

#### Operating leases

Operating lease payments are expensed in the year in which the payments are made as they reflect the pattern of benefits derived by the Council.

Operating lease receivables are recognised in the year in which they are invoiced or when Council becomes entitled to the income from the lease, whichever is earlier.

### 1.8 Inventory - property

Properties that are earmarked for future development and sale are shown at the lower of cost and net realisable value. Properties that are likely to be sold within twelve months of balance date are shown as current assets. This classification between current and non-current is reviewed each year in line with future sales program (see also note 1.14).

### 1.9 Recognition of receivables

Receivables are recognised for amounts owed to the Council for goods and services provided at balance date, whether or not invoices have been issued. Provision is made for doubtful debts after considering collectability. No provision is made in respect of rates debtors (refer notes 19 and 28).

### 1.10 Cash and cash equivalent assets

For the purpose of the statement of cash flows, cash and cash equivalent assets include cash on hand, deposits at call and other highly liquid investments with short periods to maturity. They are subject to insignificant risk of changes in value and include cash available for day to day cash management activities and those restricted for specific purposes either under regulations or Council's obligations for delivery of services or capital works (refer notes 18 and 33).

### 1.11 Managed funds

Managed funds are valued at fair value, being market value, at balance date. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

### 1.12 Maintenance and repairs

Maintenance, repair costs and minor renewals are recognised as expenses. Where the repair relates to the replacement of a component of an asset and the cost exceeds the recognised threshold and results in an extension of the life of the asset, that cost is capitalised to that asset. The carrying value of the replaced asset is expensed.

### **1.13 Interest-bearing liabilities**

Interest-bearing liabilities represent overdrafts, short term loans, long term loans and other liabilities which accrue interest on the balance outstanding. The carrying amounts of these liabilities represent the amounts payable in future years (refer notes 25 and 28).

Interest accrued on these liabilities is treated as finance costs (refer note 28).

### **1.14 Allocation between current and non-current**

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next twelve months, or if Council does not have an unconditional right to defer settlement of a liability for at least twelve months after the reporting date.

### **1.15 Impairment of assets**

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Comprehensive Income Statement.

### **1.16 Finance costs**

Finance costs are recognised as an expense in the period in which they are incurred.

### **1.17 Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the cash flow statement on a gross basis.

### **1.18 Contingent assets, contingent liabilities and commitments**

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

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and inclusive of the GST payable.

### 1.19 Pending Accounting Standards

The following Australian Accounting Standards have been issued or amended and are assessed as to their applicability to Council as stated below, but are not yet effective.

They have not been adopted in preparation of the financial statements at reporting date.

Standard / Interpretation	Summary	Applicable for annual reporting periods beginning or ending on	Impact on Council financial statements
AASB 9: Financial Instruments and AASB 20010-11: Amendments to Australian Accounting Standards arising from AASB9 [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 121, 127, 128, 131, 132, 136, 139, 1023 & 1038 and Interpretations 10 & 12]	<p>These standards are applicable retrospectively and amend the classification and measurement of financial assets. Council has not yet determined the potential impact on the financial statements. Specific changes include:</p> <ul style="list-style-type: none"> <li>* simplifying the classifications of financial assets into those carried at amortised cost and those carried at fair value;</li> <li>* removing the tainting rules associated with held-to-maturity assets;</li> <li>* simplifying the requirements for embedded derivatives;</li> <li>* removing the requirements to separate and fair value embedded derivatives for financial assets carried at amortised cost;</li> <li>* allowing an irrevocable election on initial recognition to present gains and losses on investments in equity instruments that are not held for trading in other comprehensive income. Dividends in respect of these investments that are a return on investment can be recognised in profit or loss and there is no impairment or recycling on disposal of the instrument; and</li> <li>* reclassifying financial assets where there is a change in an entity's business model as they are initially classified based on:               <ol style="list-style-type: none"> <li>a) the objective of the entity's business model for managing the financial assets; and</li> <li>b) the characteristics of the contractual cash flows.</li> </ol> </li> </ul>	Applicable for annual reporting periods commencing on or after 1 January 2013.	These changes are expected to provide some simplification in the accounting for and disclosure of financial instruments

## 1.20 Rounding

The figures in the financial report are rounded to the nearest thousand dollars.

## 1.21 Correction of a prior year error

Council has previously recognised Development Contribution Plan (DCP) cash contributions received from landowners/developers as capital contributions income in the Comprehensive Income Statement.

Following a review of the DCP's, Council determined that DCP cash contributions should have been recognised as a liability and not income. The review concluded that the cash contributions are deposits as Council has an obligation to use the DCP monies to provide infrastructure specific to the DCP. Upon completion of the infrastructure, Council will be required to refund the developer the deposit. Please refer note 37 - *Correction of prior year error* for the impact of this error.

<b>Note 2 Underlying operational result for the year ended 30 June 2012</b>	<b>Note</b>	<b>2012 \$'000</b>	<b>2011 \$'000</b>
<b>Net result for the year</b>		<b>22,450</b>	<b>25,587</b>
<b>Less non-operating income</b>			
Net gain on disposal of assets		3,076	1,979
Capital grants	4	5,819	3,306
Capital contributions	5	2,155	2,338
Contributions - non-monetary assets		13,413	16,964
<b>Add non-operating expenses</b>			
Assets written off		847	2,157
<b>Underlying operational result *</b>		<b>(1,166)</b>	<b>3,157</b>

Greater Dandenong City Council measures its underlying operational result\* to assist in the determination of whether it is operating in a sustainable fashion or not. The underlying result is an important indicator of Council's long-term financial sustainability, together with other indicators as shown in note 34 Financial Ratios (Performance Indicators). Whilst an underlying deficit in one financial year is not significant, the continued recording of deficits over a sustained period from Council's operations gradually erodes the net assets of Council.

The underlying result from operations excludes a number of transactions which are either 'non-recurring' or not operational in nature. These items are frequently unpredictable and typically can change from one year to the next. The best examples of these items are assets (roads, footpaths etc) that are given to Council by developers once a new subdivision is completed. There are also other accounting adjustments for 'found assets' (when assets that have not been previously recognised by Council are identified), 'lost assets' (when existing assets are written off) or when existing ones are re-valued.

The aim of an underlying result is to determine whether Council's operational costs/income result is in a surplus or deficit outcome. In this way, Council can, in long-term financial planning, aim for an outcome where pure operational outcomes assist Council in achieving a sustainable organisation.

Greater Dandenong City Council's underlying operating result declined in 2011–2012 by \$4.32 million. A key contributor to the outcome was the recognition of \$10.57 million as an expense relating to Council's requirement to contribute to the \$406 million (excluding contribution tax) actuarial shortfall (as at 31 December 2011) in the Local Authority defined benefits superannuation scheme. After adjusting for this significant item, Council's underlying operating result would have resulted in a \$6.25 million improvement on the 2010–2011 result and is inclusive of the 50% or \$5.43 million early receipt of the 2012-2013 Victoria Grants Commission allocation (2010-2011, 25% or \$2.70 million).

\* The concept and measurement methodology of an underlying operational result is not defined by Australian Accounting Standards.

### Note 3 Rates and charges

Council uses the 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 on it, and is determined by independent valuers and certified by the Valuer General Victoria. The valuation base used to calculate general rates for 2011–2012 was \$25.996 billion (\$25.566 billion in 2010-2011).

	2012 \$'000	2011 \$'000
Residential	36,856	34,364
Commercial	7,963	7,519
Industrial	30,356	27,908
Farm	514	532
Supplementary rates and adjustments	1,342	920
Maintenance levy	582	427
Residential garbage	11,995	10,548
	<b>89,608</b>	<b>82,218</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2012 and the valuation first applied to the rating period commencing 1 July 2012.

The date of the previous general revaluation of land for rating purposes within the municipal district was 1 January 2010, and the valuation first applied to the rating period commencing 1 July 2010.

The date of the next general revaluation of land for rating purposes within the municipal district is 1 January 2014, and the valuation will be first applied to the rating period commencing 1 July 2014.

### Note 4 Grants – recurrent and non-recurrent

Grants were received in respect of the following:

	2012 \$'000	2011 \$'000
<b>Recurrent</b>		
<b>General Purpose Grants:</b>		
Victoria Grants Commission - unallocated *	11,660	9,317
Victoria Grants Commission - local roads *	1,572	1,197
<b>Operational Grants:</b>		
Community Care	8,988	8,111
Community Wellbeing	7,746	7,891
Cultural Facilities	798	363
Community Engagement	811	781
Regulatory Services	407	331
Community Development	104	331
Business Networking	72	3
Revitalisation of Central Dandenong	66	34
Asset Management Services	43	171
Sport and Recreation	43	45
Infrastructure Planning	3	2
Building	2	2
Planning and Design	-	50
<b>Total recurrent</b>	<b>32,315</b>	<b>28,629</b>

\* Increase in Victoria Grants Commission funding due to 50% (or \$5.43 million) of the 2012–2013 allocation paid in advance.

**Note 4 Grants – recurrent and non-recurrent (cont.)**

	2012 \$'000	2011 \$'000
<b>Non-recurrent</b>		
National Disaster Relief funding	329	-
Cultural Facilities	330	-
Community Care	-	67
<b>Total non-recurrent</b>	<b>659</b>	<b>67</b>
<b>Total operational grants</b>	<b>32,974</b>	<b>28,696</b>
<b>Capital grants</b>		
<b>Recurrent</b>		
Commonwealth Government - Roads to Recovery	653	651
Community Care	50	50
Community Wellbeing	38	65
<b>Total recurrent</b>	<b>741</b>	<b>766</b>
<b>Non-recurrent</b>		
Capital grants	5,078	2,540
<b>Total non-recurrent</b>	<b>5,078</b>	<b>2,540</b>
<b>Total capital grants</b>	<b>5,819</b>	<b>3,306</b>
<b>Total operational and capital grants received</b>	<b>38,793</b>	<b>32,002</b>
<b>Unexpended grants</b>		
Grants recognised as revenue for the year to be expended for specific purposes that had not been expended at balance date were:		
<b>Operational grants</b>		
Victoria Grants Commission	5,433	2,696
Community Development	742	149
Community Wellbeing	624	1,587
Community Care	506	156
Community Engagement	252	289
Public health and wellbeing support strategy	89	-
Property, Leisure and Environment	10	57
Asset Management Services	-	141
Planning and Design	-	32
<b>Capital grants</b>	<b>105</b>	<b>1,570</b>
<b>Total unexpended grants</b>	<b>7,761</b>	<b>6,677</b>

	2012 \$'000	2011 \$'000
<b>Note 5 Capital contributions</b>		
<b>(a) Cash contributions - capital</b>		
Public open space	1,737	1,980
Infrastructure	237	18
Re-vegetation	181	340
<b>Total cash contributions</b>	<b>2,155</b>	<b>2,338</b>
<b>b) Non-monetary</b>		
Land under roads (refer note 21(a))	6,607	4,742
Land	3,833	9,485
Roads	2,723	1,192
Bike paths / footpaths	131	166
Buildings	119	14
Drains	-	1,365
<b>Total non-monetary contributions</b>	<b>13,413</b>	<b>16,964</b>
<b>Unexpended contributions (note)</b>		
Public open space	1,737	1,514
Re-vegetation reserve	181	340
Other	50	-
<b>Total unexpended contributions</b>	<b>1,968</b>	<b>1,854</b>

**Note:** \$0.23 million of the unexpended contributions from previous years have been expended before the end of the 2011–2012 financial year.

#### Note 6 Statutory fees and fines

Parking fines	1,819	1,739
Building and town planning	1,187	1,366
Infringements and costs	1,695	1,421
Infringement (Perin) court recoveries	706	784
Land information certificates	77	83
	<b>5,484</b>	<b>5,393</b>

#### Note 7 User fees

Market stall rental	4,877	3,054
Other fees and charges	1,481	1,241
Parking fees	1,754	1,519
Hire of facilities	1,740	1,416
Aged care services	1,606	1,480
Multideck car parking	541	446
Recreation and leisure	10	987
Aquatic Centre and Springers Leisure Centre *	-	3,885
	<b>12,009</b>	<b>14,028</b>

\* A change in contract arrangements relating to Council's leisure facilities occurred in 2011-2012. The contract was previously structured on a gross income and expenditure basis. In 2011-2012, the contract is on a net return model. Refer also note 11.

	2012 \$'000	2011 \$'000
<b>Note 8 Net gain (loss) on disposal of assets</b>		
<i>Land and buildings</i>		
Proceeds from sale of assets	5,476	8,362
Less Places Victoria share of Metro 3175 sales to trust *	(1,114)	(6,143)
<i>Less carrying amount of assets sold</i>		
Land	(1,410)	(525)
Other costs	(74)	(21)
Net gain on disposal of land and buildings	2,878	1,673
<i>Plant and fleet sales</i>		
Proceeds from sale of assets	662	897
Less: Carrying amount of assets sold	(464)	(591)
Net gain on disposal of plant and fleet	198	306
<b>Total net gain on sale of assets</b>	<b>3,076</b>	<b>1,979</b>

\* The Council has entered into an agreement with Places Victoria (formerly Vic Urban) for a residential development of the former Dandenong sale yards. Places Victoria is responsible for the development of the land under this agreement, and is entitled to 74.53% of the proceeds of this developed land. The amount transferred to trust represents Places Victoria's share of the sales proceeds as at 30 June 2012.

#### **Note 9 Other revenue**

Recoveries - State Revenue Office (supply of valuation data)	477	138
Recoveries - other	726	1,006
Interest received on rates	382	330
Interest received on investments	2,778	2,848
Town Hall income	366	503
Sundry income	516	397
	<b>5,245</b>	<b>5,222</b>

#### **Note 10 Employee benefits**

Salaries and wages	43,748	40,245
Annual leave and long service leave	5,923	5,392
Superannuation	4,066	3,809
Casual staff	1,435	1,562
Workcover	858	1,400
Redundancy	-	249
	<b>56,030</b>	<b>52,657</b>
Defined benefits superannuation contribution*	10,569	2,177
	<b>66,599</b>	<b>54,834</b>

\* On the 1 August 2012, Council was informed formally of the requirement to contribute to the \$406 million (excluding contribution tax) actuarial shortfall (as at 31 December 2011) in the Local Authority defined benefits superannuation scheme. Council's share of the shortfall at 30 June 2012 is \$10.57 million including tax and is due payable on 1 July 2013.

	2012 \$'000	2011 \$'000
<b>Note 11 Contract payments, materials and services</b>		
Maintenance and repairs	491	347
<b>Contract payments</b>		
Waste collection	9,246	8,754
Parks services	3,561	3,282
Plant / fleet management	791	800
Building maintenance	2,813	2,675
Dandenong Market	3,154	2,488
Cleansing	718	390
Community Aged Care program	8	2
Street lighting	1,563	1,318
Property valuation contract	319	275
Aquatic and Leisure Centre *	264	4,682
Roads and drains	1,391	1,345
Capital works	523	500
Other contract payments	1,232	902
<b>Materials and services</b>		
Building maintenance	194	28
Parks services	610	620
Roads and drains	413	268
Community Aged Care program	1,571	1,174
Cultural facilities	313	168
Cleansing	139	55
Other materials and services	2,359	1,842
	<b>31,673</b>	<b>31,915</b>

\* A change in contract arrangements relating to Council's leisure facilities occurred in 2011-2012. The contract was previously structured on a gross income and expenditure basis. In 2011-2012, the contract is on a net return model. Refer also note 7.

	2012 \$'000	2011 \$'000
<b>Note 12 Depreciation</b>		
<b>Property</b>		
Land improvements	1,071	1,112
Buildings	4,777	4,519
Car parks	271	248
<b>Plant and equipment</b>		
Plant and equipment	1,887	1,779
Minor plant, furniture and equipment	2,045	1,847
IT software	487	421
<b>Infrastructure</b>		
Bike paths/footpaths	1,777	1,722
Bridges	144	144
Roads	8,144	7,666
Drains	1,837	1,738
Street furniture	154	184
Playgrounds	914	927
	<b>23,508</b>	<b>22,307</b>

#### **Note 13 Grants, sponsorships and contributions**

Community grants	1,349	1,492
Contributions	384	571
Sponsorships - Family Day Care	3,121	3,127
Sponsorships - other	897	664
	<b>5,751</b>	<b>5,854</b>

#### **Note 14 Professional services**

Consultants	3,888	3,368
Legal costs	619	883
Statutory fees	408	432
Internal audit	123	141
External audit - Victorian Auditor-General's Office	63	61
Strategic Asset Management Project	66	57
Other	156	163
	<b>5,323</b>	<b>5,105</b>

#### **Note 15 Administration costs**

Printing, publications and promotion	1,989	2,337
Motor vehicle maintenance	1,242	1,054
Bad and doubtful debts	912	730
Insurance	1,643	1,080
Information management costs	2,037	1,602
Postage	506	490
Councillors allowances	350	352
Occupancy costs	2,358	2,125
Other administration costs	316	235
	<b>11,353</b>	<b>10,005</b>

	Note	2012 \$'000	2011 \$'000
<b>Note 16 Finance costs</b>			
Interest on borrowings		1,654	1,753
		<b>1,654</b>	<b>1,753</b>

<b>Note 17 Other expenses</b>			
Bank charges		143	169
Sundry expenses		482	458
		<b>625</b>	<b>627</b>

<b>Note 18 Cash and cash equivalents</b>			
Term deposits		54,458	38,124
Cash at bank and on hand		7,012	8,589
Money market at call account		4,840	5,369
Managed funds		2,768	2,699
Shares		200	200
	33	<b>69,278</b>	<b>54,981</b>

**Represented by:**

Operating cash		20,864	11,286
Restricted cash*			
Employee provisions		13,362	12,096
Trust funds and deposits		13,016	15,473
Major Projects reserve		9,414	2,240
Open space contributions (unexpended)		4,548	3,021
Municipal Buildings reserve		3,450	1,750
Council funded developer contributions reserve		2,692	906
Insurance fund		972	1,016
Re-vegetation reserve		678	516
Keysborough South Maintenance Levy		282	-
Unexpended grants reserve **		-	6,677
		<b>69,278</b>	<b>54,981</b>

\* Restricted cash represents funds that are set aside for specific purposes and users of the financial report should refer to note 26(b) for details of funds held in reserve and note 27 for details of existing Council commitments.

\*\* The unexpended grants reserve has discontinued in 2011-2012.

**Financing arrangements**

Overdraft facility		2,500	2,500
Used amount		-	-
<b>Unused overdraft facilities at reporting date</b>		<b>2,500</b>	<b>2,500</b>
Used borrowing facilities at reporting date		36,042	23,648
Unused borrowing facilities at reporting date		-	-

	Note	2012 \$'000	2011 \$'000
<b>Note 19 Trade and other receivables</b>			
Rates debtors	1.2(a)	4,652	3,755
Parking infringement debtors		4,695	4,248
Provision for doubtful debts - parking infringements		(1,662)	(1,419)
General debtors		7,459	5,159
Provision for doubtful debts - general debtors		(698)	(499)
Prepayments		487	449
General debtors (non-cash)		-	380
		<b>14,933</b>	<b>12,073</b>

#### Note 20 Inventory - property \*

Properties held for sale - current		251	927
Properties held for sale - non-current		3,824	3,960
		<b>4,075</b>	<b>4,887</b>

\* Property held for sale represents the value of properties held for development and resale, and essentially includes the Metro 3175 properties.

#### Note 21 Property, plant and equipment, infrastructure

##### (a) Plant and equipment

###### Plant and equipment

At cost		11,617	11,226
Less accumulated depreciation		(6,931)	(6,049)
		<b>4,686</b>	<b>5,177</b>

###### Minor plant, furniture and equipment

At cost		32,461	31,451
Less accumulated depreciation		(24,505)	(22,471)
		<b>7,956</b>	<b>8,980</b>

###### IT software

At cost		2,811	2,734
Less accumulated depreciation		(2,247)	(1,760)
		<b>564</b>	<b>974</b>

###### Total plant and equipment

At cost		46,889	45,411
Less accumulated depreciation		(33,683)	(30,280)
<b>Total</b>		<b>13,206</b>	<b>15,131</b>

##### (b) Property

###### Land

At cost		2,828	1,720
At fair value as at 1 January 2012	(i)	607,593	-
At fair value as at 1 January 2010	(i)	-	581,022
		<b>610,421</b>	<b>582,742</b>

	Note	2012 \$'000	2011 \$'000
<b>Note 21 Property, plant and equipment, infrastructure (cont.)</b>			
<b>Car parks</b>			
At cost		195	-
At Council valuation as at 30 June 2011	(i)	14,013	14,061
Less accumulated depreciation		(4,123)	(3,859)
		<b>10,085</b>	<b>10,202</b>
<b>Land improvements</b>			
At cost		11,723	11,803
Less accumulated depreciation		(7,985)	(6,915)
		<b>3,738</b>	<b>4,888</b>
<b>Buildings</b>			
At cost		21,936	34,715
At fair value as at 1 January 2012	(i)	249,850	-
At fair value as at 1 January 2010	(i)	-	218,060
Less accumulated depreciation		(111,335)	(102,708)
		<b>160,451</b>	<b>150,067</b>
<b>Total Property</b>			
At cost		36,682	48,238
At Council valuation /at fair value		871,456	813,143
Less accumulated depreciation		(123,443)	(113,482)
<b>Total</b>		<b>784,695</b>	<b>747,899</b>
<b>Total property, plant and equipment</b>			
At cost		83,571	93,649
At Council valuation/at fair value		871,456	813,143
Less accumulated depreciation		(157,126)	(143,762)
<b>Total</b>		<b>797,901</b>	<b>763,030</b>
<b>(c) INFRASTRUCTURE ASSETS-REALISABLE</b>			
<b>Street furniture</b>			
At cost		7,489	7,319
Less accumulated depreciation		(6,510)	(6,356)
		<b>979</b>	<b>963</b>
<b>Recreational equipment</b>			
At cost		24,535	23,453
Less accumulated depreciation		(14,666)	(13,777)
		<b>9,869</b>	<b>9,676</b>
<b>Total infrastructure assets-realizable</b>			
At cost		32,024	30,772
Less accumulated depreciation		(21,176)	(20,133)
<b>Total</b>		<b>10,848</b>	<b>10,639</b>

	Note	2012 \$'000	2011 \$'000
<b>Note 21 Property, plant and equipment, infrastructure (cont.)</b>			
<b>(d) INFRASTRUCTURE ASSETS-REALISABLE</b>			
<b>Trees</b>			
At valuation		-	-
At cost		1,064	812
		<b>1,064</b>	<b>812</b>
<b>Bike paths</b>			
At cost		35	-
At Council valuation as at 30 June 2011	(iii)	4,382	4,381
Less accumulated depreciation		(1,116)	(957)
		<b>3,301</b>	<b>3,424</b>
<b>Footpaths</b>			
At cost		916	-
At Council valuation as at 30 June 2011	(iii)	78,935	78,917
Less accumulated depreciation		(12,750)	(11,148)
		<b>67,101</b>	<b>67,769</b>
<b>Bridges</b>			
At cost		271	40
At Council valuation as at 30 June 2006	(iv)	12,162	12,121
Less accumulated depreciation		(4,518)	(4,374)
		<b>7,915</b>	<b>7,787</b>
<b>Land under roads</b>			
At cost	(ii)	17,883	11,275
		<b>17,883</b>	<b>11,275</b>
<b>Roads</b>			
<b>Sub-structure</b>			
At cost		97	92
At Council valuation as at 30 April 2011	(v)	238,855	237,356
Less accumulated depreciation		(87,950)	(85,648)
		<b>151,002</b>	<b>151,800</b>
<b>Seal</b>			
At cost		4,137	1,778
At Council valuation as at 30 April 2011	(v)	79,387	77,044
Less accumulated depreciation		(35,236)	(30,681)
		<b>48,288</b>	<b>48,141</b>

	Note	2012 \$'000	2011 \$'000
<b>Note 21 Property, plant and equipment, infrastructure (cont.)</b>			
<b>Kerb and channel</b>			
At cost		1,210	16
At Council valuation as at 30 April 2011	(v)	82,090	81,622
Less accumulated depreciation		(26,411)	(25,242)
		<b>56,889</b>	<b>56,396</b>
<b>Earthworks</b>			
At cost		-	56
		-	<b>56</b>
<b>Total roads</b>			
At cost		5,444	1,942
At Council valuation		400,332	396,022
Less accumulated depreciation		(149,597)	(141,571)
<b>Total</b>		<b>256,179</b>	<b>256,393</b>
<b>Drains</b>			
At cost		694	-
At Council valuation as at 30 June 2011	(v)	190,869	191,002
Less accumulated depreciation		(68,156)	(66,369)
		<b>123,407</b>	<b>124,633</b>
Works in progress at cost		20,920	13,562
<b>Total</b>		<b>20,920</b>	<b>13,562</b>
<b>Total infrastructure assets - non-realisable</b>			
At cost		47,227	27,631
At Council valuation		686,680	682,443
Less accumulated depreciation		(236,137)	(224,419)
<b>Total</b>		<b>497,770</b>	<b>485,655</b>
<b>Total non-current assets</b>			
At cost		162,822	152,052
At Council valuation/at fair value		1,558,136	1,495,586
Accumulated depreciation		(414,439)	(388,314)
<b>Total non-current assets</b>		<b>1,306,519</b>	<b>1,259,324</b>

**Note (i) Property**

The basis of valuation is site value for land and written down replacement value for buildings as at 1 January 2012. The valuation for land and buildings was based on information provided by ProVal (Vic) Pty Ltd certified practising valuers.

The basis of valuation for car parks is written down replacement cost as at 30 June 2011. The valuation was undertaken by Council's qualified engineers.

**Note (ii) Land under roads**

Land under roads is valued at cost based on Council valuation for acquisitions after 30 June 2008. Valuations have been undertaken by using site values, adjusted for englobo (undeveloped/unserved) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. The acquisitions for the year include new assets from sub division activity and returned assets from Eastlink.

**Note (iii) Bike paths / footpaths**

The basis of valuation is written down replacement value as at 30 June 2011. The valuation was undertaken by Council's qualified engineers.

**Note (iv) Bridges**

The basis of valuation is written down replacement value as at 30 June 2006. The valuation was undertaken by Council's Civil and Transport Planning unit.

**Note (v) Roads and drains**

The basis of valuation is written down replacement value. The valuation was undertaken by Council's qualified engineers as at 30 April 2011 for roads (sub structure, seal, kerb & channel) and as at 30 June 2011 for drains.

**Note 21 (e) Property, infrastructure, plant and other - (movement in written down value 2012)**

The carrying amount of each class of fixed assets at the beginning and end of the current financial year are set out below.

	Balance at beginning of financial year	Acquisition of assets including gifted assets	Assets written off*	Transfer to/from non-current assets	Written down value of disposals	Depreciation expense for the year (note 12)	Revaluation increments (decrements) (note 26(a))	Transfers & WIP mvmt	Balance at end of financial year
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Plant and equipment</b>									
Plant and equipment	5,177	1,845	-	-	(464)	(1,887)	-	15	4,686
IT software	974	29	-	-	-	(487)	-	47	563
Minor plant, furniture and equipment	8,980	1,376	(6)	-	-	(2,045)	-	(347)	7,958
<b>Total plant and equipment</b>	<b>15,131</b>	<b>3,250</b>	<b>(6)</b>	<b>-</b>	<b>(464)</b>	<b>(4,419)</b>	<b>-</b>	<b>(285)</b>	<b>13,207</b>
<b>Property</b>									
Land	582,742	6,661	(88)	-	(598)	-	21,704	-	610,421
Car parks	10,202	107	(40)	-	-	(271)	-	87	10,085
Land improvements	4,888	-	-	-	-	(1,071)	-	(79)	3,738
Buildings	150,067	519	(309)	200	-	(4,777)	(4,532)	19,283	160,451
<b>Total property</b>	<b>747,899</b>	<b>7,287</b>	<b>(437)</b>	<b>200</b>	<b>(598)</b>	<b>(6,119)</b>	<b>17,172</b>	<b>19,291</b>	<b>784,695</b>
<b>Infrastructure</b>									
<b>Realisable</b>									
Street furniture	963	145	-	-	-	(154)	-	24	978
Playgrounds	9,676	1,222	-	-	-	(914)	-	(115)	9,869
<b>Infrastructure - assets</b>									
<b>Non-realisable</b>									
Bike paths	3,424	36	-	-	-	(159)	-	-	3,301
Footpaths	67,769	876	(96)	-	-	(1,618)	-	170	67,101
Bridges	7,787	218	-	-	-	(144)	-	54	7,915
Road sub-structure	151,800	1,640	(32)	-	-	(2,390)	-	(16)	151,002
Road seal	48,141	4,725	(22)	-	-	(4,576)	-	20	48,288
Roads kerbs and channel	56,396	1,636	(30)	-	-	(1,178)	-	65	56,889
Earthworks	56	-	(56)	-	-	-	-	-	-
Land under roads	11,275	6,608	-	-	-	-	-	-	17,883
Drains	124,633	619	(82)	-	-	(1,837)	-	74	123,407
Trees	812	104	-	-	-	-	-	148	1,064
<b>Total infrastructure</b>	<b>482,732</b>	<b>17,829</b>	<b>(318)</b>	<b>-</b>	<b>-</b>	<b>(12,970)</b>	<b>-</b>	<b>424</b>	<b>487,697</b>
<b>Work in progress</b>									
Total works in progress	13,562	27,911	(116)	(1,007)	-	-	-	(19,430)	20,920
<b>Total plant and equipment, property and infrastructure</b>	<b>1,259,324</b>	<b>56,277</b>	<b>(877)</b>	<b>(808)</b>	<b>(1,062)</b>	<b>(23,508)</b>	<b>17,172</b>	<b>-</b>	<b>1,306,519</b>

\* Assets written off totalling \$0.877 million includes \$0.847 million expensed to the Comprehensive Income Statement and a \$0.030 million reversal to the asset revaluation reserve relating to land.

**Note 21 (f) Property, infrastructure, plant and other - (movement in written down value 2011)**

The carrying amount of each class of fixed assets at the beginning and end of the current financial year are set out below.

	Balance at beginning of financial year	Acquisition of assets including gifted assets	Assets written off	Transfer to/from non-current assets	Written down value of disposals	Depreciation expense for the year	Revaluation increments (decrements)	Transfers & WIP	Balance at end of financial year
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Plant and Equipment</b>									
Plant and equipment	4,901	2,646	-	-	(591)	(1,779)	-	-	5,177
IT Software	1,137	260	(1)	-	-	(421)	-	(1)	974
Minor plant, furniture and equipment	8,475	2,385	(24)	-	-	(1,847)	-	(9)	8,980
<b>Total Plant and Equipment</b>	<b>14,513</b>	<b>5,291</b>	<b>(25)</b>	<b>-</b>	<b>(591)</b>	<b>(4,047)</b>	<b>-</b>	<b>(10)</b>	<b>15,131</b>
<b>Property</b>									
Land	571,075	11,205	(2)	2	-	-	462	-	582,742
Car parks	10,018	152	-	-	-	(248)	362	(82)	10,202
Land Improvements	5,805	156	-	-	-	(1,112)	-	39	4,888
Buildings	140,956	5,722	(714)	5,350	-	(4,519)	-	3,272	150,067
<b>Total Property</b>	<b>727,854</b>	<b>17,235</b>	<b>(716)</b>	<b>5,352</b>	<b>-</b>	<b>(5,879)</b>	<b>824</b>	<b>3,229</b>	<b>747,899</b>
<b>Infrastructure</b>									
<b>Realisable</b>									
Street furniture	983	127	-	-	-	(184)	-	37	963
Playgrounds	8,387	1,660	(66)	-	-	(927)	-	622	9,676
<b>Infrastructure Assets - Non-Realisable</b>									
<b>Non-Realisable</b>									
Bike paths	3,595	1	(15)	-	-	(165)	(3)	11	3,424
Footpaths	66,704	1,059	(29)	-	-	(1,557)	1,532	60	67,769
Bridges	8,217	-	(286)	-	-	(144)	-	-	7,787
Roads sub-structure	154,424	810	(761)	-	-	(2,377)	(778)	482	151,800
Roads seal	50,492	4,312	(132)	-	-	(4,092)	(2,563)	124	48,141
Roads kerbs and channel	67,808	1,146	(71)	-	-	(1,197)	(11,477)	187	56,396
Earthworks	56	-	-	-	-	-	-	-	56
Land under roads	6,230	4,742	-	303	-	-	-	-	11,275
Drains	131,901	1,846	(56)	-	-	(1,738)	(7,320)	-	124,633
Trees	372	369	-	-	-	-	-	71	812
<b>Total Infrastructure</b>	<b>499,169</b>	<b>16,072</b>	<b>(1,416)</b>	<b>303</b>	<b>-</b>	<b>(12,381)</b>	<b>(20,609)</b>	<b>1,594</b>	<b>482,732</b>
<b>Works In Progress</b>									
Total Works In Progress	6,130	12,245	-	-	-	-	-	(4,813)	13,562
<b>Total Plant and Equipment, Property and Infrastructure</b>	<b>1,247,666</b>	<b>50,843</b>	<b>(2,157)</b>	<b>5,655</b>	<b>(591)</b>	<b>(22,307)</b>	<b>(19,785)</b>	<b>-</b>	<b>1,259,324</b>

<b>Note 22 Trade and other payables</b>	<b>2012</b>	<b>2011</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current</b>		
Trade creditors	10,757	9,175
Other creditors	267	198
Prepaid income	103	90
Accrued expenses	2,588	2,076
	<b>13,715</b>	<b>11,539</b>

**Note 23 Employee provisions**

	<b>Annual Leave \$'000</b>	<b>Long Service Leave \$'000</b>	<b>Other \$'000</b>	<b>Total \$'000</b>
<b>2012</b>				
Balance at beginning of the financial year	5,246	6,850	-	12,096
Additional provisions	364	617	543	1,524
Amounts used	(370)	(378)	-	(748)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	490	-	490
<b>Balance at the end of the financial year</b>	<b>5,240</b>	<b>7,579</b>	<b>543</b>	<b>13,362</b>

**2011**

Balance at beginning of the financial year	4,965	6,464	-	11,429
Additional provisions	534	854	-	1,388
Amounts used	(253)	(425)	-	(678)
Decrease in the discounted amount arising because of time and the effect of any change in the discount rate	-	(43)	-	(43)
<b>Balance at the end of the financial year</b>	<b>5,246</b>	<b>6,850</b>	<b>-</b>	<b>12,096</b>

	<b>Note</b>	<b>2012</b>	<b>2011</b>
		<b>\$'000</b>	<b>\$'000</b>
<b>(a) Employee benefits:</b>			
<b>Current</b>	<b>(i)</b>		
Annual leave		5,240	5,246
Long service leave		6,986	6,381
Other		543	-
		<b>12,769</b>	<b>11,627</b>
<b>Non-current</b>	<b>(ii)</b>		
Long service leave		593	469
		<b>593</b>	<b>469</b>

	2012 \$'000	2011 \$'000
<b>Note 23 Employee provisions (cont.)</b>		
<b>(i) Current</b>		
All annual leave, and LSL entitlements representing seven or more years of service, and include:		
- Short-term employee benefits, that fall due within 12 months after the end of the period measured at nominal value	5,783	5,246
- Other long-term employee benefits that do not fall within 12 months after the end of the period measured at present value	6,986	6,381
	<b>12,769</b>	<b>11,627</b>
The following assumptions were adopted in measuring the present value of employee benefits:		
Average increase in employee costs	3.25%	3.50%
Average discount rates between	2.40%-3.13%	4.70%-5.24%
Average settlement period (years)	7	7
<b>(ii) Non-current</b>		
Long service leave representing less than 7 years of continuous service measured at present value.	<b>593</b>	<b>469</b>
<b>(b) Other:</b>		
Provision for rostered days off		
Current	543	-
	<b>543</b>	-
Aggregate carrying amount of employee benefits:		
Current	12,769	11,627
Non-current	593	469
	<b>13,362</b>	<b>12,096</b>

#### Note 24 Trust funds and deposits

Road deposits	1,394	1,796
Tree deposits	1,805	1,175
Open space contributions	677	300
Developer contribution plans (DCP)	8,223	10,938
Other deposits *	917	1,264
	<b>13,016</b>	<b>15,473</b>

\* Includes contractors deposits, sub division deposits and monies held on behalf of South Eastern Healthy Community Partnership.

	2012 \$'000	2011 \$'000
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**Note 25 Interest-bearing loans and borrowings****Current**

Borrowings - secured	3,254	2,807
	<b>3,254</b>	<b>2,807</b>

**Non-current**

Borrowings - secured	32,788	20,841
	<b>32,788</b>	<b>20,841</b>

<b>Total interest-bearing loans and borrowings (refer Note 28(a))</b>	<b>36,042</b>	<b>23,648</b>
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Borrowings are secured over the General Rates of Council as per section 141 of the Local Government Act 1989.

The maturity profile for Council's borrowings is:

Less than one year	3,254	2,807
Less than one year and not later than five years	13,366	13,074
Later than five years	19,422	7,767
	<b>36,042</b>	<b>23,648</b>

**Note 26 Reserves**

	Balance at beginning of reporting period \$'000	Reversal of previous valuations for assets disposed \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
<b>(a) Asset revaluation reserves</b>				
<b>2012</b>				
<b>Property</b>				
Land	399,561	(30)	21,704	421,235
Buildings	17,224	-	(4,532)	12,692
Car parks	3,621	-	-	3,621
	<b>420,406</b>	<b>(30)</b>	<b>17,172</b>	<b>437,548</b>
<b>Infrastructure non-realizable</b>				
Bike paths	2,425	-	-	2,425
Footpaths	33,744	-	-	33,744
Bridges	400	-	-	400
Roads	192,948	-	-	192,948
Drains	70,329	-	-	70,329
	<b>299,846</b>	<b>-</b>	<b>-</b>	<b>299,846</b>
<b>Total asset revaluation reserves</b>	<b>720,252</b>	<b>(30)</b>	<b>17,172</b>	<b>737,394</b>

**Note 26 Reserves (cont.)**

	Balance at beginning of reporting period \$'000	Reversal of previous revaluations for assets disposed \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
<b>2011</b>				
<b>Property</b>				
Land	399,099	-	462	399,561
Buildings	17,224	-	-	17,224
Car parks	3,259	-	362	3,621
	<b>419,582</b>	<b>-</b>	<b>824</b>	<b>420,406</b>
<b>Infrastructure non-realizable</b>				
Bike paths	2,428	-	(3)	2,425
Footpaths	32,212	-	1,532	33,744
Bridges	400	-	-	400
Roads	207,766	-	(14,818)	192,948
Drains	77,649	-	(7,320)	70,329
	<b>320,455</b>	<b>-</b>	<b>(20,609)</b>	<b>299,846</b>
<b>Total asset revaluation reserves</b>	<b>740,037</b>	<b>-</b>	<b>(19,785)</b>	<b>720,252</b>

**Nature and purpose of reserve****Asset revaluation reserve:**

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets, as described in accounting policy note 1.3(d).

	Balance at beginning of reporting period \$'000	Transfer to accumulated surplus \$'000	Transfer from accumulated surplus \$'000	Balance at end of reporting period \$'000
<b>(b) Other reserves</b>				
<b>2012</b>				
Insurance reserve	1,016	(294)	250	972
Re-vegetation reserve	516	(215)	377	678
Unexpended grants reserve	6,677	(6,677)	-	-
Public open space reserve	3,021	(542)	2,069	4,548
Keysborough South maintenance levy	-	(300)	582	282
Major projects reserve	2,240	(2,045)	9,219	9,414
Municipal Buildings Project reserve	1,750	-	1,700	3,450
Council funded developer contribution reserve	906	(14)	1,800	2,692
<b>Total other reserves</b>	<b>16,126</b>	<b>(10,087)</b>	<b>15,997</b>	<b>22,036</b>
<b>2011</b>				
Insurance reserve	1,166	(150)	-	1,016
Re-vegetation reserve	195	-	321	516
Unexpended grants reserve	8,785	(2,108)	-	6,677
Public open space reserve	1,855	-	1,166	3,021
Major projects reserve	6,601	(4,361)	-	2,240
Municipal Buildings Project reserve	1,750	-	-	1,750
Council funded developer contribution reserve	892	-	14	906
<b>Total other reserves</b>	<b>21,244</b>	<b>(6,619)</b>	<b>1,501</b>	<b>16,126</b>

**Nature and purpose of other reserves:****Insurance reserve**

The insurance reserve has been created to meet large and unexpected policy excesses on multiple insurance claims.

**Re-vegetation reserve**

The purpose of this reserve fund is to meet native re-vegetation requirements on Council's reserves.

**Unexpended grants reserve**

This reserve represents unexpended grant funds. This reserve has been discontinued in 2011-2012.

**Public open space reserve**

Funds set aside in this reserve will be utilised exclusively for allocation towards enhancing the City's open space.

**Keysborough South maintenance levy**

This reserve fund has been established to ensure full accountability of the levies received for the Keysborough and Summerfield Estates reflecting costs of maintaining an additional 15% open space beyond that of traditional estates.

**Major projects reserve**

The major projects reserve will hold funds realised from the sale of Council's property assets and will be utilised for investing in other properties.

**Municipal Building Project reserve**

This reserve is to set aside future resources for the construction of a Municipal Office.

**Council funded developer contributions reserve**

The reserve for Council funded developer contribution plan holds funds in respect of Council's contribution to the two major developments in Dandenong South (C87) and Keysborough (C36).

	2012 \$'000	2011 \$'000
<b>Note 27 Commitments</b>		
<b>(a) Operating lease commitments</b>		
Not later than one year	280	221
Later than one year and not later than five years	376	380
	<b>656</b>	<b>601</b>

Lease payments are in respect of the revolving operating lease facility for Council's computer equipment from the Commonwealth Bank of Australia (CBA).

**(b) Operating lease receivables**

Future minimum rentals receivable under non-cancellable operating leases are as follows:

Not later than one year	921	839
Later than one year and not later than five years	3,153	3,004
Later than five years	3,164	4,101
	<b>7,238</b>	<b>7,944</b>

The Council has entered into commercial property leases on selected properties. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 50 years.

### (c) Contracted commitments

	Not later than 1 year \$'000	Later than 1 year and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
<b>2012</b>				
<b>Works and services contracts</b>				
Building maintenance services	457	363	-	820
Parking management	175	97	-	272
Animal management	46	-	-	46
Waste services	5,880	1,183	-	7,063
Works (roads and drains) services	2,328	553	-	2,881
Fleet services	1,303	548	-	1,851
Landfill maintenance services	4,068	7,845	-	11,913
Open space management	4,778	3,554	-	8,332
Leisure centres management services	350	414	-	764
Other maintenance	575	718	-	1,293
	<b>19,960</b>	<b>15,275</b>	-	<b>35,235</b>
<b>Capital</b>				
Construction works - Municipal Building project	587	29	-	616
Construction works - other buildings	413	-	-	413
Roads resurfacing works	5,700	-	-	5,700
	<b>6,700</b>	<b>29</b>	-	<b>6,729</b>
<b>2011</b>				
<b>Works and services contracts</b>				
Building maintenance services	368	-	-	368
Parking management	123	1	-	124
Animal management	26	-	-	26
Environmental health	38	-	-	38
Waste services	5,232	6,374	-	11,606
Works (roads and drains) services	1,372	-	-	1,372
Fleet services	1,635	1,094	-	2,729
Landfill maintenance services	3,207	11,015	-	14,222
Open space management	863	80	-	943
Other maintenance	749	363	-	1,112
	<b>13,613</b>	<b>18,927</b>	-	<b>32,540</b>
<b>Capital</b>				
Construction works - Noble Park Pool	13,080	-	-	13,080
Design and consultancy - DCP road works	113	-	-	113
	<b>13,193</b>	-	-	<b>13,193</b>

**Note 28 Financial Instruments****(a) Accounting policy, terms and conditions**

<b>Recognised financial instruments</b>	<b>Note</b>	<b>Accounting Policy</b>	<b>Terms and conditions</b>
<b>Financial assets</b>			
<b>Cash and cash equivalents</b>	18	<p>Cash on hand and at bank and money market call account are valued at face value. Interest is recognised as it accrues.</p> <p>Managed funds are measured at market value.</p>	<p>Funds on call returned floating interest rates between 3.40% and 4.65% (4.40% and 4.65% in 2010-2011).</p> <p>Withdrawals are either immediate or within 24 hours. Managed funds provided a return between 4.87% and 5.01% net of fees (5.61% and 6.65% in 2010-2011) excluding unrealised gains or losses.</p>
<b>Trade and other receivables, other debtors</b>	19	<p>Receivables are carried at nominal amounts due less any provision for doubtful debts. A provision for doubtful debts is recognised when collection in full is no longer probable. Collectability of overdue accounts is assessed on an ongoing basis.</p>	<p>General debtors are unsecured and arrears do not attract interest. Credit terms are based on 60 days.</p>
<b>Financial liabilities</b>			
<b>Trade and other payables</b>	22	<p>Liabilities are recognised for amounts to be paid in the future for goods and services provided to Council as at balance date whether or not invoices have been received.</p>	<p>General creditors are unsecured, not subject to interest charges and are normally settled within 30 days of invoice receipt.</p>
<b>Interest-bearing loans and borrowings</b>	25	<p>Loans are carried at their principal amounts, which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period it becomes due and recognised as part of payables.</p>	<p>Borrowings are secured by way of mortgages over the general rates of the Council. The weighted average interest rate on borrowings is 6.76% (7.03% in 2010-2011).</p>

## (b) Interest rate risk

The exposure to interest rate risk and the effective interest rates of financial assets and financial liabilities, both recognised and unrecognised, at balance date are as follows:

2012	Floating interest rate \$'000	Fixed interest rate maturing in:			Non-interest bearing \$'000	Total \$'000
		1 year or less \$'000	Over 1 to 5 years \$'000	More than 5 years \$'000		
<b>Financial assets</b>						
Cash and cash equivalents	14,608	54,458	-	-	212	69,278
Trade and other receivables	-	-	-	-	7,459	7,459
<b>Total financial assets</b>	<b>14,608</b>	<b>54,458</b>	<b>-</b>	<b>-</b>	<b>7,671</b>	<b>76,737</b>
Range of effective interest rate	3.00% to 5.01%	3.65% to 5.30%	N/A	N/A	N/A	
<b>Financial liabilities</b>						
Trade and other payables	-	-	-	-	13,715	13,715
Trust funds and deposits	-	-	-	-	13,016	13,016
Superannuation liability	-	-	-	-	10,569	10,569
Interest-bearing loans and borrowings	-	3,254	13,366	19,422	-	36,042
<b>Total financial liabilities</b>	<b>-</b>	<b>3,254</b>	<b>13,366</b>	<b>19,422</b>	<b>37,300</b>	<b>73,342</b>
Range of effective interest rate	-	6.12% to 7.83%			N/A	
<b>Net financial assets (liabilities)</b>	<b>14,608</b>	<b>51,204</b>	<b>(13,366)</b>	<b>(19,422)</b>	<b>(29,629)</b>	<b>3,395</b>

2011	Floating interest rate \$'000	Fixed interest rate maturing in:			Non-interest bearing \$'000	Total \$'000
		1 year or less \$'000	Over 1 to 5 years \$'000	More than 5 years \$'000		
<b>Financial assets</b>						
Cash and cash equivalents	16,644	38,124	-	-	213	54,981
Trade and other receivables	-	-	-	-	5,539	5,539
<b>Total financial assets</b>	<b>16,644</b>	<b>38,124</b>	<b>-</b>	<b>-</b>	<b>5,752</b>	<b>60,520</b>
Range of effective interest rate	3.90% to 5.80%	4.70% to 5.80%	-	-	N/A	
<b>Financial liabilities</b>						
Trade and other payables	-	-	-	-	11,539	11,539
Trust funds and deposits	-	-	-	-	15,473	15,473
Interest-bearing loans and borrowings	-	2,807	13,313	7,528	-	23,648
<b>Total financial liabilities</b>	<b>-</b>	<b>2,807</b>	<b>13,313</b>	<b>7,528</b>	<b>27,012</b>	<b>50,660</b>
Range of effective interest rate	-	6.12% to 7.83%			N/A	
<b>Net financial assets (liabilities)</b>	<b>16,644</b>	<b>35,317</b>	<b>(13,313)</b>	<b>(7,528)</b>	<b>(21,260)</b>	<b>9,860</b>

### (c) Net fair values

The aggregate net fair values of financial assets and financial liabilities, both recognised and unrecognised, at balance date are as follows:

Financial instruments	Total carrying amount as per Balance Sheet		Aggregate net fair value	
	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000
<b>Financial assets</b>				
Cash and cash equivalents	69,278	54,981	69,278	54,981
Trade and other receivables	7,459	5,539	7,459	5,539
<b>Total financial assets</b>	<b>76,737</b>	<b>60,520</b>	<b>76,737</b>	<b>60,520</b>
<b>Financial liabilities</b>				
Trade and other payables	13,715	11,539	13,715	11,539
Trust funds and deposits	13,016	15,473	13,016	15,473
Superannuation liability	10,569	-	10,569	-
Interest-bearing loans and borrowings	36,042	23,648	36,042	23,648
<b>Total financial liabilities</b>	<b>73,342</b>	<b>50,660</b>	<b>73,342</b>	<b>50,660</b>

### (d) Credit risk

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is represented by the carrying amount of those assets as indicated in the Balance Sheet.

### (e) Risks and mitigation

The risks associated with our main financial instruments and our policies for minimising these risks are detailed below.

#### Market risk

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

#### 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. Interest rate risk arises from interest bearing financial assets and liabilities that we use. Non derivative interest bearing assets are predominantly short term liquid assets. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk.

Our borrowings are sourced from major Australian banks. We manage interest rate risk on our debt portfolio by:

- ensuring access to diverse sources of funding;
- reducing risks of refinancing by managing in accordance with target maturity profiles; and
- setting prudential limits on interest repayments as a percentage of rate revenue.

We manage the interest rate exposure on our net debt portfolio by appropriate budgeting strategies and obtaining approval for borrowings from the Australian Loan Council each year.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. We manage interest rate risk by adopting an investment policy that ensures:

- conformity with State and Federal regulations and standards,
- capital protection and appropriate liquidity,
- diversification by credit rating, financial institution and investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

Maturity will be staggered to provide for interest rate variations and to minimise interest rate risk.

### Credit risk

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

- we have a policy for establishing credit limits for the entities we deal with;
- we may require collateral where appropriate; and
- we only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

Trade and other receivables consist of a large number of customers, spread across the consumer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is the Victorian Government. Apart from the Victorian Government we do not have any significant credit risk exposure to a single customer or groups of customers. Ongoing credit evaluation is performed on the financial condition of our customers and, where appropriate, an allowance for doubtful debts is raised.

We may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in note 30.

### Movement in provisions for doubtful debts

	2012 \$'000	2011 \$'000
Balance at the beginning of the year	499	483
New provisions recognised during the year	299	56
Amounts already provided for and written off as uncollectible	(100)	(40)
Amounts provided for but recovered during the year	-	-
<b>Balance at end of year</b>	<b>698</b>	<b>499</b>

### Ageing of trade and other receivables

At balance date other debtors representing financial assets were past due but not impaired. These amounts relate to a number of independent customers for whom there is no recent history of default. The ageing of the Council's trade and other receivables was:

	2012 \$'000	2011 \$'000
Current (not yet due)	3,556	2,851
Past due by up to 30 days	779	537
Past due between 31 and 180 days	353	358
Past due between 181 and 365 days	82	79
Past due by more than 1 year	407	562
<b>Total trade and other receivables</b>	<b>5,177</b>	<b>4,387</b>

## Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements:

- we will not have sufficient funds to settle a transaction on the date;
- we will be forced to sell financial assets at a value which is less than what they are worth; or
- we may be unable to settle or recover a financial assets at all.

To help reduce these risks we:

- have readily accessible standby facilities and other funding arrangements in place;
- monitor budget to actual performance on a regular basis;
- preparing cash flow projections to estimate future cash requirements; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue within the guidelines of the Australian Loan Council approval.

The Council's exposure to liquidity risk is deemed insignificant based on prior periods' data, the nature of investments, monitoring of investments and current assessment of risk.

The table below lists the contractual maturities for financial liabilities.

These amounts represent undiscounted gross payments including both principal and interest amounts.

	6 months or less \$'000	6-12 months \$'000	1-2 years \$'000	2-5 years \$'000	> 5 years \$'000	Contracted Cash Flows \$'000	Carrying Amount \$'000
<b>2012</b>							
Trade and other payables	13,450	265	-	-	-	13,715	13,715
Trust funds and deposits	8,905	4,111	-	-	-	13,016	13,016
Superannuation liability	-	-	10,569	-	-	10,569	10,569
Loans and borrowings	1,592	1,662	7,234	8,461	17,093	36,042	36,042
<b>Total financial liabilities</b>	<b>23,947</b>	<b>6,038</b>	<b>17,803</b>	<b>8,461</b>	<b>17,093</b>	<b>73,342</b>	<b>73,342</b>

	6 months or less \$'000	6-12 months \$'000	1-2 years \$'000	2-5 years \$'000	> 5 years \$'000	Contracted Cash Flows \$'000	Carrying Amount \$'000
<b>2011</b>							
Trade and other payables	11,539	-	-	-	-	11,539	11,539
Trust funds and deposits****	10,004	5,469	-	-	-	15,473	15,473
Loans and borrowings	2,201	2,201	4,403	15,529	6,366	23,648	23,648
<b>Total financial liabilities</b>	<b>23,744</b>	<b>7,670</b>	<b>4,403</b>	<b>15,529</b>	<b>6,366</b>	<b>50,660</b>	<b>50,660</b>

## (f) Sensitivity disclosure analysis

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

- A parallel shift of +1% and -2% in market interest rates (AUD) from year-end RBA rates of 3.50%.

Market risk exposure	Carrying amount subject to interest	Interest rate risk			
		1% 100 basis points		-2% 200 basis points	
		Profit	Equity	Profit	Equity
<b>2012</b>	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets:</b>					
Cash and cash equivalents	69,278	693	693	(1,386)	(1,386)
Trade and other receivables *	N/A	N/A	N/A	N/A	N/A
<b>Financial liabilities:</b>					
Superannuation liability ***	N/A	N/A	N/A	N/A	N/A
Interest-bearing loans and borrowings **	N/A	N/A	N/A	N/A	N/A

Market risk exposure	Carrying amount subject to interest	Interest rate risk			
		2% 200 basis points		-2% 200 basis points	
		Profit	Equity	Profit	Equity
<b>2011</b>	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets:</b>					
Cash and cash equivalents	54,981	1,100	1,100	(1,100)	(1,100)
Trade and other receivables *	N/A	N/A	N/A	N/A	N/A
<b>Financial liabilities:</b>					
Interest-bearing loans and borrowings **	N/A	N/A	N/A	N/A	N/A

\* Trade and other receivables are not subject to interest.

\*\* All current interest-bearing loans and borrowings have fixed interest rates and are not subject to interest rate movements.

\*\*\* Interest on the superannuation liability does not accrue until 1 July 2013.

\*\*\*\* This financial liability has been amended as a result of a prior year error adjustment. Please see note 1.21 and 37.

## Note 29 Superannuation

Council makes employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). *Obligations for contributions are recognised as an expense in profit or loss when they are due.* The Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. During the 2011–2012 financial year, Council also made employer superannuation contributions to various other superannuation funds. Details of these contributions are provided at the end of this note.

### Accumulation funds

The Fund's accumulation category, Vision Super Saver, receives both employer and employee contributions on a progressive basis. Council contributions are normally based on a fixed percentage of employee earnings (9% required under Superannuation Guarantee Legislation). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

	2012 \$'000	2011 \$'000
<b>Accumulation funds</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,760	2,664
Employer contributions to other superannuation funds	666	537
	<u>3,426</u>	<u>3,201</u>
Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date	-	-
Employer contributions payable to other superannuation funds at reporting date	-	-
	<u>-</u>	<u>-</u>

### Defined Benefit Plan

The Fund's Defined Benefit Plan is a multi-employer sponsored plan. As the Plan's assets and liabilities are pooled and are not allocated by employer, the Actuary is unable to reliably allocate benefit liabilities, assets and costs between employers. As provided under paragraph 32(b) of AASB 119, Council does not use defined benefit accounting for these contributions.

Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary. On the basis of the results of the most recent full actuarial investigation conducted by the Fund's actuary as at 31 December 2011, Council makes the following contributions:

- 9.25% of members' salaries (same as previous year);
- the difference between resignation and retrenchment benefits paid to any retrenched employees, plus contribution tax (same as previous year).

Following an actuarial review conducted by the Trustee, as at 31 December 2011, a funding shortfall of \$406 million (excluding contribution tax) for the Fund was determined. Council will be required to make an additional contribution to the funding shortfall of \$8.98 million (\$10.57 million including contributions tax of 15%) by 1 July 2013. Council was made aware of the expected shortfall through the year and was informed formally of our share of the shortfall on 1 August 2012. Council has accounted for this shortfall in the Comprehensive Income Statement in Employee Benefits (see note 10) and in the Balance Sheet in non-current liabilities. At the date of approval of this report, Council is considering a range of payment options but is most likely to pay a lump sum on 1 July 2013.

## Note 29 Superannuation (cont.)

Council made contributions to the following funds:

	2012 \$'000	2011 \$'000
<b>Defined benefits fund</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	<u>576</u>	<u>573</u>
Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) under normal employer obligations at reporting date.	<u>10,569</u>	<u>-</u>

## Note 30 Contingent liabilities and contingent assets

### Contingent liabilities

#### Bank guarantees

The Council has agreed to guarantee bank loans taken out by the Dandenong Basketball Association (DBA) to a maximum amount of \$2.0 million. At balance date the amount drawn by the DBA was \$0.57 million (\$0.63 million as at 30 June 2011).

Commonwealth Bank of Australia, Council's banker, has, at the request of the Council, issued guarantees in favour of Urban Renewal Authority of Victoria for \$1.24 million in respect of development works of the Dandenong Municipal Building project. At balance date Council is contingently liable for \$1.24 million (Nil as at 30 June 2011).

#### Legal actions

The Council is involved in a number of legal actions. Council's exposure in these claims may be up to \$0.18 million (\$0.25 million as at 30 June 2011).

### Contingent assets

As of 30 June 2012, there are no contingent assets.

## Note 31 Related party transactions

Name of persons holding the position of responsible person at the City of Greater Dandenong Council during the whole reporting year are:

#### Councillors

Councillor Roz Blades - (Mayor 02/12/2010 to 05/12/2011)

Councillor Peter Brown

Councillor Youhorn Chea - (Mayor 05/12/2011 to current)

Councillor Paul Donovan

Councillor Yvonne Herring

Councillor John Kelly

Councillor Angela Long

Councillor Jim Memeti

Councillor Maria Sampey

Councillor Loi Truong

Councillor Pinar Yesil

#### Chief Executive Officer

John Bennie

**Remuneration of responsible persons in bands of \$10,000**

	2012 No.	2011 No.
\$0 - \$10,000	-	-
\$10,001 - \$20,000	-	-
\$20,001 - \$30,000	9	9
\$30,001 - \$40,000	-	-
\$40,001 - \$50,000	-	1
\$50,001 - \$60,000	1	1
\$60,001 - \$70,000	1	-
\$70,001 - \$80,000	-	-
\$330,001 - \$340,000	-	-
\$340,001 - \$350,000	-	1
\$350,001 - \$360,000	1	-
<b>Total</b>	<b>12</b>	<b>12</b>
	<b>\$'000</b>	<b>\$'000</b>
Total remuneration for the reporting year, for responsible persons included above, amounted to:	<b>721</b>	<b>684</b>

No retirement benefits were made by the Council to a responsible person during the reporting year (Nil in 2010-2011).

No loans were made, guaranteed or secured by the Council to a responsible person during the reporting year (Nil in 2010-2011).

No transactions were entered into by the Council with responsible persons, other than remuneration and reimbursement of expenses during the reporting year (Nil in 2010-2011).

A number of responsible persons have minority shareholdings in public companies, which have dealings with the Council from time to time. These and other transactions with responsible persons who also hold the office of councillor are required to be declared under section 81 of the Local Government Act 1989 (as amended) and are held in a register in accordance with that Act. The register is available for public inspection.

### Senior officers remuneration

A Senior Officer other than a Responsible Person, is an officer of Council who has management responsibilities and reports directly to the Chief Executive Officer or whose total annual remuneration exceeds \$127,000 (2010-2011 \$124,000).

The number of Senior Officers other than the Responsible Persons, are shown below in their relevant income bands:

Income range:	2012 No.	2011 No.
< \$127,000	1	-
\$127,000 - \$129,999	1	2
\$130,000 - \$139,999	6	9
\$140,000 - \$149,999	5	2
\$150,000 - \$159,999	6	5
\$160,000 - \$169,999	1	1
\$170,000 - \$179,999	-	-
\$180,000 - \$189,999	-	-
\$190,000 - \$199,999	1	1
\$200,000 - \$209,999	-	-
\$210,000 - \$219,999	5	4
\$220,000 - \$229,999	-	-
	26	24
	<b>\$'000</b>	<b>\$'000</b>
Total remuneration for the reporting year for Senior Officers included above, amounted to:	3,735	3,680

### Note 32 Reconciliation of cash flows from operating activities to surplus or deficit

	Note	2012 \$'000	2011 \$'000
<b>Net result as per Comprehensive Income Statement</b>		<b>22,450</b>	<b>25,587</b>
Depreciation	12	23,508	22,307
Contributions of non-monetary assets	5(b)	(13,413)	(16,964)
Write off of assets not capitalised (expensed)		847	2,157
Finance costs		1,654	1,753
Net (gain) on disposal of property, infrastructure, plant and equipment	8	(3,076)	(1,979)
<b>Change in assets and liabilities</b>			
(Increase) decrease in receivables	19	(1,071)	404
Increase in payables	22	3,134	787
Increase in employee entitlements	23	11,835	667
<b>Net cash provided by (used in) operating activities</b>		<b>45,868</b>	<b>34,719</b>

### Note 33 Reconciliation of cash and cash equivalents

Cash and cash equivalents (see note 18)	69,278	54,981
	<b>69,278</b>	<b>54,981</b>



	2012 %	2011 %	2010 %
<p><b>(f) Debt commitment ratio</b> To identify Council's debt redemption strategy.</p> <p>The ratio expresses the percentage of rate revenue utilised to pay interest and redeem debt principal.</p> $\frac{\text{Debt servicing and redemption costs}}{\text{Rates revenue}}$	4.98%	5.33%	4.77%
<p><b>(g) Revenue ratio*</b> To identify Council's dependence on rate income and is determined by assessing rate revenue as a percentage of total revenue.</p> $\frac{\text{Rate revenue}}{\text{Total revenue}}$	56.60%	56.97%	52.71%
<p><b>(h) Working capital ratio*</b> To assess Council's ability to meet current commitments.</p> $\frac{\text{Current assets}}{\text{Current liabilities}}$ <p>The ratio expresses the level of current assets the Council has available to meet its current liabilities.</p>	197.55%	164.02%	228.02%
<p><b>(i) Debt exposure ratio</b> To identify Council's exposure to debt.</p> <p>This is the ratio of total debt to total realisable assets.</p> $\frac{\text{Total liabilities}}{\text{Total realisable assets}}$ <p>Realisable assets are those which can be readily sold and are not subject to any restriction on sale or use. Total debt includes all liabilities except those that are covered by restricted assets.</p> <p>Non realisable assets include non realisable infrastructure assets (as detailed in Note 1.3 (b) and (e)), land with restrictions and buildings on other controlled land.</p> <p>The ratio enables assessment of Council's solvency and exposure to debt. The ratio expresses the multiple of total liabilities covered by each dollar of realisable assets.</p>	7.46%	4.55%	4.93%

\* Revenue and working capital ratios for 2010–2011 have been amended as a result of a prior year error adjustment. Please see notes 1.21 and 37.

**Note 35 Capital expenditure**

	Note	2012 \$'000	2011 \$'000
<b>Capital works areas</b>			
Roads, bridges and street furniture		7,305	5,274
Land and buildings		25,340	17,856
Drains		969	606
Land improvements and playgrounds		4,700	2,973
Information services and minor plant		1,546	2,687
Fleet plant and equipment		1,846	2,646
Footpaths and bike paths		1,158	895
Developer contribution program		-	944
<b>Total capital works</b>		<b>42,864</b>	<b>33,881</b>

**Represented by:**

Expansion	(a)	2,307	14,396
Renewal	(b)	18,244	4,805
Upgrade	(c)	3,938	2,983
New	(d)	18,375	11,697
<b>Total capital works</b>		<b>42,864</b>	<b>33,881</b>

**Property, plant and equipment and infrastructure movement**

The movement between the previous year and the current year in property, plant & equipment and infrastructure as shown in the Balance Sheet links to the net of the following items:

<b>Total capital works</b>		<b>42,864</b>	<b>33,881</b>
Depreciation		(23,508)	(22,307)
Capital works expenditure unable to be capitalised		(2,034)	(2,157)
Written down value of assets sold and disposed of (excluding selling costs)		(1,062)	(591)
Contributions - non-monetary assets		13,413	16,964
Asset revaluation movement		17,172	(19,786)
Non-cash debtor transferred to asset register		380	-
Transfer to current assets		-	5,655
Asset written down to revaluation reserve		(30)	-
<b>Net movement in property, plant and equipment and infrastructure</b>		<b>47,195</b>	<b>11,659</b>

**(a) Expansion**

Expansion expenditure extends an existing asset, at the same standard as is currently enjoyed by residents, to a new group of users. It is discretionary expenditure which increases future operating and maintenance costs, because it increases Council's asset base, but may be associated with additional revenue from the new user group.

**(b) Renewal**

Expenditure on an existing asset which returns the service potential or the life of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time.

**(c) Upgrade**

Expenditure which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the Council's asset base.

**(d) New**

Expenditure on the creation of a new asset to provide future economic benefits and meet demand for services.

**Note 36 Events occurring after balance date**

At the date of final approval of this report, the Council is finalising contract negotiations with its preferred tenderer for the design and construction of the Dandenong Municipal Building Project. The contract sum is valued at \$63.7 million.

**Note 37 Correction of a prior year error**

**(a) Correction of a prior year error**

Council has previously recognised Developer Contribution Plan (DCP) cash contributions received from landowners/developers as capital contributions income in the Comprehensive Income Statement.

Following a review of the DCP's, Council determined that DCP cash contributions should have been recognised as a liability and not income. The review concluded that the cash contributions are deposits as Council has an obligation to use the DCP monies to provide infrastructure specific to the DCP. Upon completion of the infrastructure, Council will be required to refund the developer the deposit.

In accordance with AASB 108, the following DCP cash contributions which were received in previous financial periods have been reclassified and recognised in separate liability accounts:

	2010 \$'000	2011 \$'000	Total \$'000
C36 Keysborough Residential DCP	3,332	4,491	7,823
C87 Keysborough Industrial DCP	-	77	77
C87 Lyndhurst Industrial DCP	307	1,291	1,598
<b>Total</b>	<b>3,639</b>	<b>5,859</b>	<b>9,498</b>

The adjustments will result in a decrease in developer contributions (disclosed under the category of capital contributions income in the Comprehensive Income Statement) of \$9.49 million and a corresponding increase in current liabilities. Council's equity will be reduced by same amount by way of a reduction in other reserves.

**(b) Restatement of financial statements as a result of correction of prior year error - 30 June 2011 comparative year**

The errors as described below have been adjusted by restating each of the affected financial statement line items for the prior year.

**Financial Statement line item affected:**

<b>Comprehensive Income Statement (extract)</b>	<b>Actual as at 30 June 2011 \$'000</b>	<b>Notes</b>	<b>Correction of error to 30 June 2011 \$'000</b>	<b>Restated Comp Income State. 30 June 2011 \$'000</b>
<b>Net result prior to capital income and asset items</b>	<b>3,157</b>		<b>3,157</b>	<b>3,157</b>
Net gain on disposal of assets	1,979		-	1,979
Capital grants	3,306		-	3,306
Capital contributions	8,197	Note 5	(5,859)	2,338
Contributions - non-monetary assets	16,964		-	16,964
Assets written off	(2,157)		-	(2,157)
<b>Net result for the year</b>	<b>31,446</b>		<b>(2,702)</b>	<b>25,587</b>

<b>Balance Sheet (extract)</b>	<b>Actual as at 30 June 2011 \$'000</b>	<b>Notes</b>	<b>Correction of error to 30 June 2010 \$'000</b>	<b>Correction of error to 30 June 2011 \$'000</b>	<b>Restated Balance Sheet 30 June 2011 \$'000</b>
<b>Total assets</b>	<b>1,331,265</b>		-	-	<b>1,331,265</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	11,539		-	-	11,539
Employee provisions	11,627		-	-	11,627
Trust funds and deposits	5,975	Note 24	3,639	5,859	15,473
Interest-bearing loans and borrowings	2,807		-	-	2,807
<b>Total current liabilities</b>	<b>31,948</b>		<b>3,639</b>	<b>5,859</b>	<b>41,446</b>
<b>Total non-current liabilities</b>	<b>21,310</b>		-	-	<b>21,310</b>
<b>Total liabilities</b>	<b>53,258</b>		<b>3,639</b>	<b>5,859</b>	<b>62,756</b>
<b>Net assets</b>	<b>1,278,007</b>		<b>(3,639)</b>	<b>(5,859)</b>	<b>1,268,509</b>
<b>Equity</b>					
Accumulated surplus	532,131		-	-	532,131
Asset revaluation reserve	720,252		-	-	720,252
Other reserves	25,624	Note 26	(3,639)	(5,859)	16,126
<b>Total equity</b>	<b>1,278,007</b>		<b>(3,639)</b>	<b>(5,859)</b>	<b>1,268,509</b>

<b>Cash Flow Statement (extract)</b>	<b>Actual 30 June 2011 \$'000</b>	<b>Notes</b>	<b>Correction of error to 30 June 2011 \$'000</b>	<b>Restated 30 June 2011 \$'000</b>
<b>Cash flows from operating activities</b>				
Receipts from ratepayers	81,934		-	81,934
Fees, charges, fines and other (inclusive of GST)	22,202		-	22,202
Contributions (inclusive of GST)	8,786	Note 24	(5,859)	2,927
Government grants (inclusive of GST)	32,614		-	32,614
Interest received	3,178		-	3,178
Payments to suppliers (inclusive of GST)	(59,919)		-	(59,919)
Payments to employees	(54,167)		-	(54,167)
Net GST refund (payment)	5,950		-	5,950
<b>Net cash provided by operating activities</b>	<b>40,578</b>		<b>(5,859)</b>	<b>34,719</b>
<b>Cash flows from financing activities</b>				
Finance costs	(1,773)		-	(1,773)
Proceeds from interest-bearing loans and borrowings	-		-	-
Repayment of interest-bearing loans and borrowings	(2,629)		-	(2,629)
Trust funds and deposits	(9)	Note 24	5,859	5,850
<b>Net cash used in financing activities</b>	<b>(4,411)</b>		<b>5,859</b>	<b>1,448</b>

#### Note 5 - Capital contributions (extract)

##### a) Cash contributions - capital

Public open space	1,980		-	1,980
Infrastructure	18		-	18
Re-vegetation	340		-	340
Developer contributions	5,859		(5,859)	-
<b>Total cash contributions</b>	<b>8,197</b>		<b>(5,859)</b>	<b>2,338</b>

#### Note 24 - Trust funds and deposits

Road deposits	1,796		-	1,796
Tree deposits	1,175		-	1,175
Open space contributions	300		-	300
Developer contribution plans (DCP)	1,440		9,498	10,938
Other deposits	1,264		-	1,264
<b>Total trust funds and deposits</b>	<b>5,975</b>		<b>9,498</b>	<b>15,473</b>

#### Note 26(b) - Other reserves (extract)

Insurance reserve	1,016		-	1,016
Re-vegetation reserve	516		-	516
Unexpended grants reserve	6,677		-	6,677
Public open space reserve	3,021		-	3,021
Major projects reserve	2,240		-	2,240
Municipal Buildings Project reserve	1,750		-	1,750
Council funded developer contribution reserve	906		-	906
Developer contributions	9,498		(9,498)	-
<b>Total other reserves</b>	<b>25,624</b>		<b>(9,498)</b>	<b>16,126</b>

# Certification of the Financial Report

In my opinion the accompanying financial statements have been prepared in accordance with the Local Government Act 1989, the Local Government (Finance and Reporting) Regulations 2004, Australian Accounting Standards and other mandatory professional reporting requirements.



**Michelle Hansen CPA**  
Principal Accounting Officer

Dated: 11 September 2012

In our opinion the accompanying financial statements present fairly the financial transactions of the City of Greater Dandenong for the year ended 30 June 2012 and the financial position of the Council as at that date.

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

We have been authorised by the Council on 10 September 2012 to certify the financial statements in their final form.




**Cr Youhorn Chea**  
Mayor

Dated: 11 September 2012



**Cr Roz Blades**  
Councillor

Dated: 11 September 2012



**John Bennie**  
Chief Executive Officer

Dated: 11 September 2012

# Auditor-General's Office - Independent Auditor's Report

## VAGO

Victorian Auditor-General's Office

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### INDEPENDENT AUDITOR'S REPORT

#### To the Councillors, City of Greater Dandenong

##### *The Financial Statements and Standard Statements*

The accompanying financial statements for the year ended 30 June 2012 of City of Greater Dandenong which comprises the comprehensive income statement, balance sheet, statement of changes in equity, cash flow statement, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial statements have been audited.

The accompanying standard statements for the year ended 30 June 2012 of the Council which comprises standard income statement, standard balance sheet, standard cash flow statement, standard statement of capital works, the related notes and the certification of the standard statements have been audited.

##### *The Councillors' Responsibility for the Financial Statements and Standard Statements*

The Councillors of the City of Greater Dandenong are responsible for the preparation and the fair presentation of:

- the financial statements in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*
- the standard statements in accordance with the basis of preparation as described in Note 1 to the statements and the requirements of the *Local Government Act 1989*.

The Councillors are responsible for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements and standard statements that are free from material misstatement, whether due to fraud or error.

##### *Auditor's Responsibility*

As required by the *Audit Act 1994* and the *Local Government Act 1989*, my responsibility is to express an opinion on the financial statements and standard statements based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance whether the financial statements and standard statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements and standard statements. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial statements and standard statements, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial statements and standard statements 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 entity's internal control. An audit also includes evaluating:

- the appropriateness of the accounting policies used in the financial statements
- the reasonableness of accounting estimates made by the Councillors
- the overall presentation of the financial statements and standard statements.

*Auditing in the Public Interest*

### Independent Auditor's Report (continued)

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

#### *Independence*

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

#### *Opinion*

In my opinion:

- (a) the financial statements present fairly, in all material respects, the financial position of City of Greater Dandenong as at 30 June 2012 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.
- (b) the standard statements present fairly, in all material respects, in accordance with the basis of preparation as described in Note 1 to the statements and comply with the requirements of the *Local Government Act 1989*.

#### *Basis of Accounting for Standard Statements*

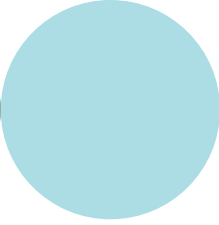
Without modifying my opinion, I draw attention to Note 1 to the standard statements, which describes the basis of accounting. The standard statements are prepared to meet the requirements of the *Local Government Act 1989*. As a result, the standard statements may not be suitable for another purpose.

#### *Matters Relating to the Electronic Publication of the Audited Financial Report and Standard Statements*

This auditor's report relates to the financial statements and standard statements of the City of Greater Dandenong for the year ended 30 June 2012 included both in the City of Greater Dandenong's annual report and on the website. The Councillors of the City of Greater Dandenong are responsible for the integrity of the City of Greater Dandenong's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial statements and standard statements are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial statements and standard statements to confirm the information contained in the website version of the financial statements and standard statements.

MELBOURNE  
14 September 2012

  
J D R Pearson  
Auditor-General



# Standard Statements Year Ended 30 June 2012



Tatterson Park in Keysborough is one of the largest playgrounds in the city and features "A world of insects" theme. As you enter through a magnifying glass, large bug bouncers, carved spiders, ants, a large bug sandpit and bees nests are scattered throughout the play space. With a natural bush setting and wetland area plus walking and bike tracks there is something for the whole family at the park.

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# Standard Income Statement

For the Year Ended 30 June 2012

	Note	Actual \$'000	Budget \$'000	Variance \$'000	%
<b>Revenue</b>					
Rates and charges		89,608	89,080	528	0.6
Grants - recurrent	1(a)	32,974	28,246	4,728	16.7
Statutory fees and fines		2,640	2,500	140	5.6
User fees	1(b)	14,145	19,673	(5,528)	(28.1)
Other revenue		5,953	5,186	767	14.8
<b>Total operating revenue</b>		<b>145,320</b>	<b>144,685</b>	<b>635</b>	<b>0.4</b>
<b>Expenses</b>					
Employee benefits	1(c)	66,599	56,135	(10,464)	(18.6)
Contract payments, materials		31,673	34,437	2,764	8.0
Depreciation		23,508	24,000	492	2.1
Grants and sponsorships		5,751	5,934	183	3.1
Professional services	1(d)	5,323	4,285	(1,038)	(24.2)
Administration costs		11,353	11,182	(171)	(1.5)
Finance costs		1,654	2,131	477	22.4
Other		625	604	(21)	(3.5)
<b>Total operating expenses</b>		<b>146,486</b>	<b>138,708</b>	<b>(7,778)</b>	<b>(5.6)</b>
<b>Underlying operating result</b>		<b>(1,166)</b>	<b>5,977</b>	<b>(7,143)</b>	<b>(119.5)</b>
<b>Non-operating income and expenditure</b>					
Net gain on disposal of assets		2,229	2,661	(432)	(16.2)
Capital grants and contributions	1(e)	6,251	3,323	2,928	88.1
Developer contributions	1(f)	1,723	19,630	(17,907)	(91.2)
Contributions - non-monetary assets		13,413	14,717	(1,304)	(8.9)
<b>Surplus (deficit) for the year</b>		<b>22,450</b>	<b>46,308</b>	<b>(23,858)</b>	<b>(51.5)</b>

The above statement should be read with the accompanying notes

# Standard Balance Sheet

As at 30 June 2012

	Note	Actual \$'000	Budget \$'000	Variance \$'000	%
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	2(a)	69,278	35,942	33,336	92.7
Trade and other receivables	2(b)	14,933	12,427	2,506	20.2
Inventory - property	2(c)	251	1,358	(1,107)	(81.5)
<b>Total current assets</b>		<b>84,462</b>	<b>49,727</b>	<b>34,735</b>	<b>69.9</b>
<b>Non-current assets</b>					
Property, plant & equipment and infrastructure		1,306,519	1,364,329	(57,810)	(4.2)
Inventory - property		3,824	3,360	464	13.8
<b>Total non-current assets</b>		<b>1,310,343</b>	<b>1,367,689</b>	<b>(57,346)</b>	<b>(4.2)</b>
<b>Total assets</b>		<b>1,394,805</b>	<b>1,417,416</b>	<b>(22,611)</b>	<b>(1.6)</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables		13,715	14,687	(972)	(6.6)
Employee benefits		12,769	12,400	369	3.0
Trust funds and deposits	2(d)	13,016	2,500	10,516	420.6
Interest-bearing liabilities		3,254	3,194	60	1.9
<b>Total current liabilities</b>		<b>42,754</b>	<b>32,781</b>	<b>9,973</b>	<b>30.4</b>
<b>Non-current liabilities</b>					
Employee benefits		593	554	39	7.0
Superannuation liability	2(e)	10,569	-	10,569	100.0
Interest-bearing liabilities		32,788	32,726	62	0.2
<b>Total non-current liabilities</b>		<b>43,950</b>	<b>33,280</b>	<b>10,670</b>	<b>32.1</b>
<b>Total liabilities</b>		<b>86,704</b>	<b>66,061</b>	<b>20,643</b>	<b>31.2</b>
<b>Net assets</b>		<b>1,308,101</b>	<b>1,351,355</b>	<b>(43,254)</b>	<b>(3.2)</b>
<b>Equity</b>					
Accumulated surplus		548,671	641,919	(93,248)	(14.5)
Reserves		759,430	709,436	49,994	7.0
<b>Total equity</b>		<b>1,308,101</b>	<b>1,351,355</b>	<b>(43,254)</b>	<b>(3.2)</b>

The above statement should be read with the accompanying notes

# Standard Cash Flow Statement

## For the Year Ended 30 June 2012

	Note	Actual \$'000	Budget \$'000	Variance \$'000	%
<b>Cash flows from operating activities</b>					
Receipts from ratepayers		88,133	89,080	(947)	(1.1)
Fees, charges, fines and other	3(a)	19,865	24,152	(4,287)	(17.8)
Contributions	3(b)	2,155	19,630	(17,475)	(89.0)
Government grants	3(c)	38,793	31,569	7,224	22.9
Interest received		3,070	2,112	958	45.4
Payments to suppliers		(51,804)	(52,715)	911	1.7
Payments to employees		(54,344)	(54,609)	265	0.5
<b>Net cash provided by operating activities</b>		<b>45,868</b>	<b>59,219</b>	<b>(13,351)</b>	<b>(22.5)</b>
<b>Cash flows from investing activities</b>					
Payments for property and other non-current assets	3(d)	(43,803)	(69,743)	25,940	37.2
Proceeds from sale of property held for resale		381	1,000	(619)	(61.9)
Proceeds from sale of property, plant & equipment	3(e)	2,643	4,271	(1,628)	(38.1)
<b>Net cash used in investing activities</b>		<b>(40,779)</b>	<b>(64,472)</b>	<b>23,693</b>	<b>(36.7)</b>
<b>Cash flows from financing activities</b>					
Finance costs		(1,672)	(2,131)	459	21.5
Proceeds from secure loans		15,200	15,200	-	-
Repayment of secure loans		(2,806)	(2,807)	1	0.0
Proceeds (repayments) of trust monies and deposits	3(f)	(1,514)	(3,484)	1,970	56.5
<b>Net cash provided by (used in) financing activities</b>		<b>9,208</b>	<b>6,778</b>	<b>2,430</b>	<b>35.9</b>
Net increase in cash and cash equivalents		14,297	1,525	12,772	837.5
Cash and cash equivalents at the beginning of the year		54,981	34,417	20,564	59.7
<b>Cash and cash equivalents at the end of the financial year</b>	<b>2(a)</b>	<b>69,278</b>	<b>35,942</b>	<b>33,336</b>	<b>92.7</b>

The above statement should be read with the accompanying notes

# Standard Statement of Capital Works

For the Year Ended 30 June 2012

	Note	Actual \$'000	Budget \$'000	Variance \$'000	%
<b>Ongoing asset renewal programs</b>					
Facilities group		4,924	4,636	(288)	(6.2)
Open space group		1,668	1,454	(214)	(14.7)
Roads group		7,315	8,107	792	9.8
Stormwater group		592	361	(231)	(64.0)
Plant, fleet and equipment		3,676	3,179	(497)	(15.6)
Operational group		69	509	440	86.4
<b>Total ongoing asset renewal</b>		<b>18,244</b>	<b>18,246</b>	<b>2</b>	<b>0.0</b>
<b>Major projects</b>					
Municipal Building Project	4(a)	5,780	9,200	3,420	37.2
Noble Park Pool	4(b)	13,193	8,000	(5,193)	(64.9)
Springvale Civic Project	4(c)	1,051	2,700	1,649	61.1
Pavilion upgrade program		413	1,000	587	58.7
Tatterson Park Northern Precinct		321	864	543	62.8
Coomoora Reserve		579	600	21	3.5
Other Major Projects	4(d)	-	2,700	2,700	100.0
<b>Total Major Projects</b>		<b>21,337</b>	<b>25,064</b>	<b>3,727</b>	<b>14.9</b>
<b>Developer Contribution Plan (DCP)</b>					
DCP funded works	4(e)	-	20,922	20,922	100.0
DCP Council funded works	4(f)	-	1,800	1,800	100.0
<b>Total DCP works</b>		<b>-</b>	<b>22,722</b>	<b>22,722</b>	<b>100.0</b>
<b>Other capital discretionary</b>		<b>5,974</b>	<b>3,711</b>	<b>(2,263)</b>	<b>(61.0)</b>
<b>Total capital works</b>		<b>45,555</b>	<b>69,743</b>	<b>24,188</b>	<b>34.7</b>
<b>Asset expenditure classification</b>					
Renewal		18,244	18,246	2	0.0
Upgrade		3,938	4,765	827	17.4
Expansion		2,307	1,796	(511)	(28.5)
New	4(g)	18,375	44,936	26,561	59.1
Operational/maintenance	4(h)	2,691	-	(2,691)	(100.0)
<b>Total capital works</b>		<b>45,555</b>	<b>69,743</b>	<b>24,188</b>	<b>34.7</b>

The above statement should be read with the accompanying notes

# Notes to the Standard Statements

## 1. Basis of preparation of Standard Statements

Council is required to prepare and include audited Standard Statements within its Annual Report.

These statements and supporting notes form a special purpose financial report prepared to meet the requirements of the Local Government Act 1989 and Local Government (Finance and Reporting) Regulations 2004.

The Standard Statements have been prepared on accounting bases consistent with those used for General Purpose Financial Report and the Budget. The results reported in these statements are consistent with those reported in the General Purpose Financial Report.

The Standard Statements are not a substitute for the General Purpose Financial Report, which are included in the previous section of the Annual Report. They have not been prepared in accordance with all Australian Accounting Standards or other authoritative professional pronouncements.

The Standard Statements compare Council's financial plan, expressed through its budget, with actual performance. The Local Government Act 1989 requires explanation of any material variances. The statements have been prepared on the basis of a materiality threshold of greater than \$1,000,000 and greater than 10 per cent. 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 included in the Standard Statements are those adopted by Council on 27 June 2011. The budget was based on assumptions that were relevant at the time of adoption of the budget. The 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 any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

Detailed information on the actual financial results are contained in the General Purpose Financial Report located in the previous section of the Annual Report. The detailed budget can be obtained by contacting Council or through the Council's website ([www.greaterdandenong.com](http://www.greaterdandenong.com)). The Standard Statements must be read with reference to these documents.

## 2. Explanation of material variances

Note	Item	Explanation
<b>(a) Standard Income Statement</b>		
1(a)	Grants - recurrent	Grants - recurrent were \$4.73 million higher than the budget due mainly to the early receipt of \$5.43 million (or 50%) of the 2012-2013 Victoria Grants Commission allocations.
1(b)	User fees	The \$5.53 million variance is due primarily to a change in contract arrangements relating to Council Leisure facilities. At the time of preparation of the original budget the management contract was structured on a gross income and expenditure basis. During the 2011-2012 financial year, the actual management contract was negotiated on a net return model.
1(c)	Employee benefits	Employee benefits were \$10.46 million higher than the original budget due to the requirement that the City of Greater Dandenong contribute to the \$406 million (excluding contribution tax) actuarial shortfall (as at 31 December 2011) in the Local Authority defined benefits superannuation scheme. Council's share of the shortfall at 30 June 2012 is \$10.57 million. This amount was bought to account as an expense at 30 June 2012 and is due payable on 1 July 2013. This was not known at the time of the original budget.
1(d)	Professional services	Professional services were \$1.04 million higher than the original budget due to unexpended tied grants carried forward from 2010-2011 primarily relating to the Community Services area.
1(e)	Capital grants and contributions	Capital grants and contributions were \$2.93 million higher than the original budget due to \$3.00 million of State and Federal Government grant funding received in relation to the Noble Park Aquatic Centre.
1(f)	Developer contributions	During the 2011-2012 financial year, a review of the DCP's determined that DCP contributions should have been recognised as a liability not income. A total of \$4.75 million in DCP contributions received in 2011-2012 were transferred to a liability account (deposits). Please see (note 1.21) "Change in Accounting Policy and Accounting estimates and correction of a prior period error" contained in the Financial Report.
<b>(b) Standard Balance Sheet</b>		
2(a)	Cash and cash equivalents	Cash holdings were higher than anticipated at 30 June 2012 as a result of a recent draw down of new borrowings in June 2012 combined with timing variance in the payment of progress claims for capital projects during the 2011-2012 financial year.
2(b)	Trade and other receivables	The balance of trade and other receivables at the end of the financial year is higher than expected due to large outstanding debtor balances relating to the asset sale of 51 - 53 Buckley Street, Noble Park \$1.90 million which was subsequently paid on 19 July 2012 and the June quarter pensioner rebate claim from the Department of Human Services \$0.58 million.
2(c)	Inventory - property	The \$1.11 million variance primarily relates to Metro 3175 sales which has experienced a slowing period as the development now turns to the high rise apartment phase.
2(d)	Trust funds and deposits	The lower than budget cash outflow of \$1.97 million is primarily due an increase in trust funds and deposits resulting from the recognition of DCP contributions as a liability. Refer to explanation provided earlier at 1(f).

Note	Item	Explanation
2(e)	Superannuation liability	\$10.57 million higher than the original budget due to a requirement that the City of Greater Dandenong Council contribute to a \$406 million (excluding contribution tax) actuarial shortfall (as at 31 December 2011) in the Local Authority defined benefits superannuation scheme. Council's share of the shortfall at 30 June 2012 is \$10.57 million. At the time of approval of this report. Council is considering a range of payment options but it is intended that this liability will be paid out in full by 1 July 2013.

### (c) Standard Cash Flow Statement

3(a)	Fees, charges, fines and other	Refer to explanation provided earlier at 1(b).
3(b)	Contributions	Refer to explanation provided earlier at 1(f).
3(c)	Government grants	Refer to explanation provided earlier at 1(a).
3(d)	Payments for property and other non-current assets	The payments for property, infrastructure, plant and equipment was \$25.94 million lower than the budget due mainly to timing variances in the payment of progress claims for capital projects. Refer to explanation provided subsequently at 4(a -e).
3(e)	Proceeds from sale of property, plant & equipment	Proceeds from sale of property, plant and equipment were \$1.63 million lower than budget due to the timing of the sale of 51 - 53 Buckley Street, Noble Park which was subsequently received on 19 July 2012. Refer to explanation provided earlier at 2(b).
3(f)	Proceeds (repayments) of trust monies and deposits	Refer to explanation provided earlier at 1(f).

### (d) Standard Capital Works Statement

4(a)	Municipal Building Project	Capital expenditure relating to the Municipal Building project was \$3.42 million lower than original budget expectations due to timing.
4(b)	Noble Park Pool	The Noble Park Aquatic Centre project was completed during the financial year. The \$5.19 million higher than budget variance is due to timing of expenditure across the 2010–2011 and 2011–2012 financial years and is funded from unspent funds carried forward from the 2010–2011 financial year.
4(c)	Springvale Civic Project	The \$1.65 million favourable variance is mainly due to \$0.68 million in savings achieved due to lower than expected remediation works required at the project site.
4(d)	Other Major Projects	This budget line item forms part of "Other capital discretionary".
4(e)	DCP funded works	Capital expenditure associated with DCP funded works relates to the construction of DCP infrastructure expected to be undertaken by various developers. During the 2011–2012 financial year, a review was undertaken on DCP's which resulted in a change of accounting treatment. Nil capital works expenditure has been recognised at 30 June. The construction of DCP infrastructure undertaken by developers will be refunded to developers from amounts held by Council as deposits. Refer explanation provided earlier in at 1(f).

<b>Note</b>	<b>Item</b>	<b>Explanation</b>
4(f)	DCP Council funded works	Relates to the timing of expenditure associated with Council's contribution to the two major Developer Contribution Plans. Unspent funds have been transferred to reserves at 30 June 2012 and will fund future scheduled works in the DCP.
4(g)	New	Refer explanation provided earlier in 4(e).
4(h)	Operational/maintenance	The \$2.69 million variance relates to expenditure that was budgeted for in the Capital Works program however have been expensed through the Comprehensive Income Statement as they are either operating in nature or could not be capitalised because they were below the capitalisation threshold for the relevant asset classes.

## Certification of the Standard Statements

In my opinion the accompanying standard statements have been prepared on accounting bases consistent with the financial statements and in accordance with the Local Government Act 1989 and the Local Government (Finance and Reporting) Regulations 2004.



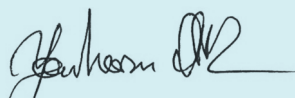
**Michelle Hansen CPA**  
*Principal Accounting Officer*

Dated: 11 September 2012

In our opinion the accompanying standard statements have been prepared on accounting bases consistent with the financial statements and in accordance with the Local Government Act 1989 and the Local Government (Finance and Reporting) Regulations 2004.

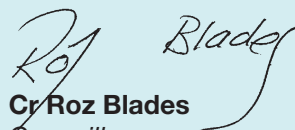
As at the date of signing, we are not aware of any circumstances which would render any particulars in the standard statements to be misleading or inaccurate.

We have been authorised by the Council on 10 September 2012, to certify the standard statements in their final form on behalf of the Council.



**Cr Youhorn Chea**  
*Mayor*

Dated: 11 September 2012



**Cr Roz Blades**  
*Councillor*

Dated: 11 September 2012



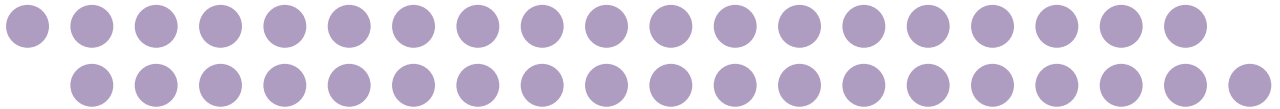
**John Bennie**  
*Chief Executive Officer*

Dated: 11 September 2012



## Customer Service

- Springvale** 397-405 Springvale Road
- Dandenong** 39 Clow Street
- Noble Park** 18-32 Buckley Street
- Keysborough** Shop A7, Parkmore Shopping Centre



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I have certified the material contained within this document pursuant to section 55D of the Local Government Act 1989.

John Bennie  
Chief Executive Officer  
City of Greater Dandenong  
397-405 Springvale Road,  
Springvale, Vic, 3171